DOI: https://doi.org/10.67203/gjhrr.2025.7yrpebi1

https://abueducationjournals.com/gjhrr Volume 7, Issue 2 August 2025

# NEXUS BETWEEN HUMAN RESOURCE MANAGEMENT AND LECTURERS' JOB PERFORMANCE IN KWARA STATE COLLEGES OF EDUCATION, NIGERIA

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**Abstract**

This study examined the nexus between human resource management and lecturers' job performance in Kwara State Colleges of Education, Nigeria. Descriptive research design of correlational type was used. Four hundred and four lecturers in the three state Colleges of Education formed the population of the study. All three institutions were purposively selected. Two hundred and two lecturers were proportionately selected out of the 404 in the institutions. Human Resource Management and Lecturers' Job Performance Questionnaire (HRMLJPQ) was used to collect data for the study. The instrument was validated, and its reliability test yielded a coefficient of 0.85. Pearson product-moment correlation was used to test the hypotheses. The study found that there was a significant relationship between human resource management and lecturers' job performance ($p < 0.05$). The study concluded that human resource management plays a significant role in enhancing lecturers' job performance in Kwara State Colleges of Education, Nigeria. It was recommended, among other things, that the Kwara State Government should prioritise effective management of lecturers in Kwara State Colleges of Education, to perpetually boost their morale towards effective job performance, which would help enhance goal achievement in the institutions.

**Keywords:** Human Resource Management, Job Performance, Compensation, Recruitment, Professional Development

## Introduction

Lecturers are the engine room of any tertiary institution. The reason is that they are the custodians of knowledge and facilitators of learning. As such, for lecturers to be happy and highly motivated to discharge their duty of imparting knowledge to learners and others, which includes community service and research, effective human resource management needs to be put in place. Obeidat et al. (2016) explained human resource management as the policies and practices which include selection, job description, training, performance evaluation, reward, and career planning, for the purpose of maximising the profitability of organisation. Orozco et al. (2015) defined human resource management as the practices that entail examining and scheduling work, defining human resource needs, enticing potential employees, selecting employees, compensating employees, training employees, appraising their performance, and creating a positive work environment.

Yakubu et al. (2023) posited that human resource management involves recruitment, selection, supervision, promotion, development, reward, and appraisal. All these are essential for the realisation of effective lecturers' job performance in tertiary institutions. Yusuf and Adaramaja (2024) maintained that for higher institutions to achieve encouraging job performance of lecturers, there is a need for attractive human resource management which encompasses recruitment and selection, compensation, performance evaluation, and professional development, among others. Armstrong and Baron (2016) opined that human resource management is the managerial role that has to do with employee matters, which cover recruitment, compensation, development, performance management, safety, benefits, wellness, and training. Olaifa et al. (2023) stated that human resource management signifies a planned and holistic approach to handling employees in line with the culture and environment of a workplace, to achieve the predetermined goals. Effective human resource management helps lecturers to be productive and empowered to be able to contribute to the attainment of the institutional goals. The job performance of lecturers is key to the attainment of goal achievement in tertiary institutions (Abdulbaqi et al., 2024). Dar et al. (2014) elucidated job performance as the duties that a worker is expected to successfully carry out, with judicious use of the provided resources, so as to actualise the organisational goals. Owan et al. (2020) believed that job performance is a perception that is seen as the degree to which a blend of activities, such as research, teaching, and community service, is carried out by lecturers. Hassan (2018) explained that job performance means the attitudes exhibited by academic staff to the responsibilities given to them in the institutions. The job performance of lecturers is divided into three-community service, teaching, and research. Awodiji et al. (2020) stressed that job performance refers to the degree of effectiveness of academic staff, in reference to their responsibilities and roles within an institution. Onoyase (2017) viewed job performance of lecturers as a concept that could be observed from the angle of the result dimension. As such, job performance could be seen as the extent to which lecturers attain educational outcomes expected of them.

The aspects of human resource management which this study focused on were compensation, professional development, and the recruitment process. Reddy (2020) elucidated compensation as the remuneration given to a worker by the employer, in

exchange for his or her meaningful inputs to the attainment of the organisational goals. Compensation, through monetary and non-monetary benefits, helps to harmonise the employer-employee relationship. Akankpo (2024) opined that compensation is an initiative strategy to attract and retain efficient workers to an organisation. Not only that, it is a means of boosting employees' morale towards discharging their duties to enhance the attainment of higher productivity for an organisation. It is classified into two, viz, monetary reward and non-monetary rewards. The findings of the study conducted by Yusuff and Adaramaja (2025) revealed that there was a significant relationship between human resource management and teachers' job performance. The finding of study conducted by Afriyie et al. (2020) found that there was a significant effect of compensation on employees' performance at the Technical University in Ghana. Mestry (2017) believed that professional development is a crucial aspect of human resource management in the tertiary education system in Nigeria, because of its importance in enhancing services delivery of lecturers and the attainment of high-quality higher education. Maxwell (2024) believed that professional development refers to the process of improving the skills and abilities of the workers in organisations, to achieve their goals efficiently. It also means the systematic process of building, consolidating, and sustaining the capabilities of workers in organisations to realise the set objectives. Komariah et al. (2018) maintained that professional development assists in boosting educators' knowledge, skills, and competence. Through professional development, educators are allowed to dissect experiences through learning, exchange of ideas, knowledge development, and conduct experiments. Thahir et al. (2023) believed that professional development is a tool that could be utilised to facilitate effective job performance of teachers. If professional development of teachers is prioritised, there is a likelihood that their service delivery could be effective and contribute significantly to the attainment of institutional goals.

Babarinde et al. (2017) opined that recruitment is the channel utilised in educational institutions to facilitate sustainability of the employees, by filling the vacuum created due to retirement, death, resignation, sickness, or redeployment. Olujuwon (2016) believed that it is via an appropriate recruitment process that competent and qualified workers who can effectively perform towards the actualisation of the organisational goals could be derived. Amie-Ogan and Epelle (2021) believed that an appropriate recruitment and selection process is a way of achieving effective job performance of employees. Recruitment is an important aspect of human resource management. However, how recruitment is done could determine the level of quality of lectures delivered to an organisation, especially in the aspect of their job performance. The study of Oladmeji (2020) found that there was a significant relationship between the recruitment process and lecturers' job performance in Colleges of Education in Kogi State. Sanni (2019) also found that there was a significant impact of recruitment on lecturers' job performance.

**Statement of the Problem**

Human resource management in the Kwara State Colleges of Education has not been encouraging enough, based on the information garnered from some lecturers in the institutions. Compensation of lecturers is no longer attractive. For instance, what lecturers get as a monthly salary is not sufficient to take good care of themselves, let alone their family members, due to inflation. Fringe benefits and other attractive means of compensating employees have not been adequately explored. Workshops, conferences, lecturers, symposia, and other related programmes that can help boost the lecturers' professionalism are not given adequate priority. In addition, the process of recruiting lecturers in the institutions, for years, has not been based on thorough assessment. All these could be causing ineffective job performance of lecturers.

Many studies related to this study have been conducted. Onoyase (2017) researched on motivation and job performance of lecturers of tertiary institutions in Nigeria: Implications for counselling. Awodiji et al. (2020) examined lecturers' job performance and students' wastage rate in tertiary institutions in Kwara State, Nigeria. Joshua et al (2022) conducted a study on the effects of compensation practices on academic staff's job performance in the Federal University of Agriculture, Abeokuta, Ogun State, Nigeria. Monday (2021) investigated the impact of human resource management on lecturers' job performance in universities in Ogun State, Nigeria. None of the studies mentioned above focused on the nexus between human resource management and lecturers' job performance in Kwara State Colleges of Education, Nigeria. Hence, this is the academic gap that the study filled.

**Objectives of the Study**

The study:

i. Examined the relationship between human resource management and lecturers' job performance in Kwara State Colleges of Education, Nigeria;
ii. determined the relationship between the recruitment process and lecturers' job performance in Kwara State Colleges of Education, Nigeria;
iii. determined the relationship between professional development and lecturers' job performance in Kwara State Colleges of Education, Nigeria; and
iv. Find out the relationship between compensation and lecturers' job performance in Kwara State Colleges of Education, Nigeria.

**Hypotheses**

**$Ho_1$:** There is no significant relationship between human resource management and lecturers' job performance in Kwara State Colleges of Education, Nigeria.

**$Ho_2$:** There is no significant relationship between recruitment process and lecturers' job performance in Kwara State Colleges of Education, Nigeria.

**$Ho_3$:** There is no significant relationship between professional development and lecturers' job performance in Kwara State Colleges of Education, Nigeria.

**$Ho_4$:** There is no significant relationship between compensation and lecturers' job performance in Kwara State Colleges of Education, Nigeria.

**Methodology**

This study used descriptive research design of correlational type. The population of the study comprised all 404 lecturers in the three Colleges of Education established and financed by the government of Kwara State. The purposive sampling technique was used to select all three institutions. Through the use of proportionate sampling technique, 50% of the lecturers were selected in each of the institutions (74 lecturers out of the 147 in Kwara State College of Education, Oro; 49 lecturers out of the 97 in Kwara State College of Education, Lafiagi; and 79 lecturers out of the 158 in Kwara State College of Education, Ilorin) to arrive at a total of 202 respondents. A self-designed instrument entitled 'Human Resource Management and Lecturers' Job Performance Questionnaire' (HRMLJPQ) was utilised to gather information. The instrument was structured into sections A-F. Sections A, B, and C focused on Compensation, Professional Development, and Recruitment Process, respectively. Sections D, E, and F were based on Teaching, Research, and Community Service, respectively. The instrument was validated, and the reliability test was also conducted. The data gathered were analysed via the use of Cronbach's Alpha, and a reliability coefficient of 0.85 was realised. Pearson product-moment correlation statistic was used to test the hypotheses.

**Results**

**Table 1: Relationship between Human Resource Management and Lecturers' Job Performance**

| Variable | N | Mean | Std. Dev. | r-value | p-value | Decision |
|---|---|---|---|---|---|---|
| Human resource management | 202 | 2.57 | .74 | | | |
| | | | | .63 | .002 | $Ho_1$ Rejected |
| Lecturers' job performance | 202 | 2.81 | .97 | | | |

Table 1 showed the r-value (.63) and the p-value (.002), which is less than the significance level (.05). Therefore, hypothesis one was rejected. This means that a significant relationship existed between human resource management and lecturers' job performance in Kwara State Colleges of Education, Nigeria.

**Table 2: Relationship between Recruitment Process and Lecturers' Job Performance**

| Variable | N | Mean | Std. Dev. | r-value | p-value | Decision |
|---|---|---|---|---|---|---|
| Recruitment process | 202 | 1.97 | .42 | | | |
| | | | | .58 | .002 | $Ho_2$ Rejected |
| Lecturers' job performance | 202 | 2.81 | .97 | | | |

Table 2 showed the r-value (.58) and the p-value (.002), which is less than the significance level (.05). Hence, hypothesis two was rejected. This depicts that there was a significant relationship between the recruitment process and lecturers' job performance in Kwara State Colleges of Education, Nigeria.

**Table 3: Relationship between Professional Development and Lecturers' Job Performance**

| Variable | N | Mean | Std. Dev. | r-value | p-value | Decision |
|---|---|---|---|---|---|---|
| Professional development | 202 | 2.78 | .69 | | | |
| | | | | .69 | .026 | $Ho_3$ Rejected |
| Lecturers' job performance | 202 | 2.81 | .97 | | | |

Table 3 showed the r-value (.69) and the p-value (.026), which is less than the significance level (.05). Therefore, hypothesis three was rejected. This signifies that there was a significant relationship between professional and lecturers' job performance in Kwara State Colleges of Education, Nigeria.

**Table 4: Relationship between Compensation and Lecturers' Job Performance**

| Variable | N | Mean | Std. Dev. | r-value | p-value | Decision |
|---|---|---|---|---|---|---|
| Compensation | 202 | 2.96 | 1.11 | | | |
| | | | | .67 | .001 | $Ho_4$ Rejected |
| Lecturers' job performance | 202 | 2.81 | .97 | | | |

Table 4 showed the r-value (.67) and the p-value (.001), which is less than the significance level (.05). Hence, hypothesis four was rejected. This means that there was a significant relationship between compensation and lecturers' job performance in Kwara State Colleges of Education, Nigeria.

**Discussion**

The findings of the study revealed that there was a significant relationship between human resource management and lecturers' job performance in Kwara State Colleges of Education, Nigeria. This finding agrees with the finding of Oladimeji (2020) which revealed that there was a significant impact of human resource management on lecturers' job performance. The finding corroborates the position of Yakubu, et al. (2023) that when human resource management in terms of recruitment, selection, induction, development, compensation, and appraisal is properly done for lecturers, there effective job performance is likely to be actualised. This finding supports the position of Samuel (2022) that employees are engine room of any organisation, tertiary institutions in no exemption. If lecturers are well-managed, they are likely to be motivated and effective performance of their job could be realised.

The study found that there was a significant relationship between recruitment process and lecturers' job performance in Kwara State Colleges of Education, Nigeria. This finding supports the finding of Monday (2021) that recruitment process had a significant relationship on lecturers' job performance in universities in Ogun State, Nigeria. This finding supports the position of Sanni (2019) that effective recruitment process is a crucial tool which could be used to derive workers who can effectively perform in a way which would help an organization to achieve its goals. The finding is also in agreement with the submission of Alao (2018) that recruitment is very significant in organisation. Effective recruitment process would help an organisation to get employees who can effectively perform while haphazard recruitment could lead to employing wrong workers, thereby leading to ineffective job performance.

The findings of the study revealed that there was a significant relationship between professional development and lecturers' job performance in Kwara State Colleges of Education, Nigeria. This finding supports the assertion of Paul and Audu (2019) to assist employees to continually discharge their duties as desired as demanded by the laid down standards, the managements of the organizations need to persistently provide professional development their workers. The finding supports the position of Hassan (2018) that improving the knowledge and skills of lecturers via various professional development programmes would help enhance their effective job performance. This finding agrees with the position of Alao (2018) that the more employees are supported with exposure to capacity building, the more the effectiveness of their job performance.

The study found that there was a significant relationship between compensation and lecturers' job performance in Kwara State Colleges of Education, Nigeria. This finding agrees with the finding of Joshua (2020) which revealed that there was a significant relationship between compensation on academic staff's job performance. This finding is in tandem with the finding of Monday (2021) that there was a significant relationship between compensation and lecturers' job performance in universities in Ogun State, Nigeria. This finding is in consonance to the position of Samuel (2022) that the manner in which lecturers are compensated could determine their job performance. This is the reason government needs to make compensation of lecturers a priority.

**Conclusion**

The study concluded that human resource management plays a significant role in enhancing lecturers' job performance in Kwara State Colleges of Education, Nigeria. Specifically, Recruitment process, compensation, and professional development contribute significantly to the effective lecturers' job performance.

**Recommendations**

Based on the findings of the study, it was recommended that:

i. Kwara State Government should prioritize effective management of lecturers in Kwara State Colleges of Education, so as to perpetually boost their morale towards effective job performance which would help enhance goal achievement in the institutions.

ii. There is need to ensure that recruitment process in the institutions follows the standards laid for the exercise, so as to ensure that those who competent and ready for lecturing are eventually employed to teach in the institutions.

iii. Professional development of lecturers via conferences, workshops, lectures and the likes should be more prioritized by the government, to enable lecturers acquire more techniques, knowledge, and skills which would help them perform their job effectively.

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