
Effect Of Human Resource Management on Employee Performance of Selected Private Universities in North Central Nigeria

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Abstract

Despite the implementation of human resource management (HRM) practices aimed at motivating and retaining employees, there remains a pervasive sense of dissatisfaction within the labour sector, particularly among staff of private tertiary institutions. Stakeholders including the government, the public, and parents continue to express concern over the perceived decline in employee performance. This study investigated the effect of human resource management practices—specifically performance appraisal and recruitment—on employee performance in selected private universities in North-Central Nigeria. A survey research design was adopted, and data were collected through structured questionnaires administered to a sample of 265 respondents drawn from a total population of 784 employees. The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results revealed that performance appraisal had a positive and significant effect on employee performance, whereas recruitment showed a negative and statistically insignificant effect. Based on these findings, the study recommends that private universities strengthen their performance appraisal systems by making them more objective, transparent, and feedback-oriented to enhance employee motivation and productivity. Furthermore, existing recruitment processes should be overhauled to ensure alignment with organizational goals, with a focus on merit-based selection, clearly defined job roles, and strategic onboarding procedures to attract and retain competent talent.

Keywords: Human Resource Management, Performance Appraisal, Recruitment and employee's Performance.

1. Introduction

In this modern era, external economic factors that affect consumer and business buying habits and the company's performance face dynamic and continuous fluctuations. This variation is due to increased competition of product market, investor demand, globalization and the occurrence of ever-changing customer needs. To gain competitive advantage, organizations invest resources into lessening costs, advancing items and measures, and working on their exhibition by working on quality, efficiency, and speed in the market. With an end goal to acquire an upper hand, it has operated human resource management as a core intensive component within the organization. (Allameh et al., 2014) Human resources are considered to be valuable assets to an organization. To ensure increased performance, there is need to come up with a solid human resource management system that uses the best practices to harness the maximum potential from the employees.

The system is called human resource management (HRM) while the practices are called human resource management practices (HRMPs). Employee performance is the utilization of information, abilities, experience, and capacities to achieve the allocated assigned mission required by their managers in a productive and successful manner. (Al_Qudah et al., 2014).

Employee performance is important because it helps organizations to know the costs of available resources, it helps to measure the quality and quantity of work and to compare organizational performance. In addition, it helps to ensure that firms track the achievement of their set goals; it helps employees increase their efficiency and thus improve the quality of an organization's output and general performance. (Mathis & Jackson 2010; Bowra, et al., 2012). HRM policies and procedures must be combined into business strategies for organizational success. HRMP can make organizations that are cannier, adaptable and fit than their rivals with strategies and practices that recruit, select, train talented representatives and put their earnest attempts inside the organization's asset stack of the firm. This might conceivably reinforce an organization's presentation and give it an upper hand due to the verifiable affectability of human resources and the social intricacies of approaches and practices that contenders will most likely be unable to impersonate or repeat in their variety and profundity (Gong et al., 2013).

Organizations are motivated on attaining competitive advantage by utilizing talented human resources as a strategic asset. This means that organizations are working hard to ensure that HRMPs like job design and description, human resource planning, recruiting; selection, training and development, performance appraisal and management, compensation and employee relations are managed to perfection. This is because, the use of HRMPs geared towards the escalating commitment of an employee has been found to directly contribute to higher organizational performance. (Arthur, 1992 & 1994).

Recruitment and selection involve attracting suitable candidates and ultimately hiring those deemed most qualified. When recruitment and hiring focuses on aligning candidates' values, personalities and goals with company culture, it strengthens person-organisation fit and employee embeddedness, making employees less likely to consider leaving (Deery & Jago, 2015; Laungani, 2021; Akyürek et al., 2018). Performance appraisal involves regularly evaluating each employee's productivity, achievements, areas for improvement and future objectives while providing constructive feedback. Fair and consistent appraisals that incorporate employee input can increase loyalty and belongingness, while biased or punitive assessments detach employees (Hamidi, 2023).

Despite implementing HRM practices to motivate and retain employees, there is a general atmosphere of dissatisfaction pervading the entire Labour scene and employees of private institutions in dissatisfaction (Ojokuku, 2013). It has been observed that the government, public, and parents are complaining that performance of employees still observed to be low.

An ideal human resource management practice (HRMP) in private universities involves the systematic integration of strategic HR functions such as workforce planning, job design, talent acquisition, training and development, performance appraisal, compensation management, and employee engagement initiatives. These practices are expected to align with institutional goals, foster a strong organizational culture, and promote employee satisfaction and performance. In a well-functioning HR system, recruitment is merit-based and transparent, staff are provided with regular capacity-building opportunities, and performance evaluations are fair and developmental. Such a system encourages innovation, ensures academic excellence, and enhances institutional competitiveness by retaining a motivated and committed workforce.

However, the current reality in many private tertiary institutions in North Central Nigeria reflects a deviation from these ideals. Reports and observations indicate widespread dissatisfaction among employees, stemming from poor recruitment processes, lack of career development opportunities, inadequate performance feedback systems, and inconsistent remuneration policies. These shortcomings have contributed to low morale, reduced productivity, and high staff turnover. Despite the adoption of HRM practices in theory, their implementation remains weak and inconsistent in practice. This study, therefore, seeks to bridge the gap between ideal HRMPs and the existing realities by critically examining how

current practices influence employee performance, and recommending strategies for creating a more robust and effective HRM system in the private higher education sector.

The main objective of the study is to examine effect of human resource management practices on employee performance of selected private university in north central, Nigeria. The specific objectives are to ascertain the effect of performance appraisal on employee's performance of selected private university in north-central, Nigeria and assess the effect of recruitment on employee's performance of selected private university in north-central, Nigeria.

2. Conceptual Review

2.1 Performance Appraisal

According to Ozgen et al (2012) performance appraisal is the best tool to learn about the quality of the employees possessed by the organisation and it provides valuable information underpinning some potential decisions concerning human resource management. The simplest summary interpretation would be the one of Heery and Noon (2013), analysing performance appraisal as a process of evaluating the performance and assessing the development and training needs of an employee. Fletcher (2011) adds another dimension to these definitions, the one-off distributing rewards. Rewarding employee is the first means to make them motivated within the workplace according to Foot and Hook (2011).

It is interesting to note that performance appraisal is often considered one of the most important human resource practices (Kehoe and Wright, 2013). Employee performance appraisal in the modern business environment became a part of the performance management process (Stanciu, 2015). New approaches in this field, according to Budworth and Mann (2011) emphasise that the influence of organisational context has a significant role in performance measurement. The organisational context in this regard, underscore that performance management should include information on main strategic processes in order to provide strategic alignment to the major objectives of the organisation (Caruth and Humphreys, 2018). Also, Kondrasuk (2011) outlines that ideal performance appraisal systems and processes should simultaneously focus on employee results and behaviours to enable the best administrative decisions and to enhance employee performance.

2.2 Recruitment

Recruitment is the process of searching the candidates for employment and stimulating them to apply for jobs in the organisation (Biswas, 2012). Also, the purpose of recruitment is to provide a group of candidates that is large enough to let managers select the employees they need in the organisation. Human resources are considered as the most important asset of any organisation hence, hiring the personnel with appropriate skills and abilities is important. The patterns of recruitment and selection differ from one company to another. Recruitment is a decision of human resource management planning regarding the number of employees needed, when needed, and what criteria are needed in an organisation (Malthis, 2012). According to Sudarmanto (2019) selection is a process to get the human resources to fill certain positions. This selection process forms an important role in human resource managers' practices in different organisations (French & Rumbles 2010). The recruitment and selection methods are two different terms which are interlink with each other (Bratton & Gold 2017). Commonly, the terms recruitment and selection are interchangeable but in fact, between recruitment and selection there are differences.

Recruitment and selection practices are the key factors to the entry point of human resources to any organisation which also tends to determine the success and sustainability of the organisations (Henry & Temtime 2010). In any kind of organisation, recruitment and selection processes are considered useful, because they help in finding the most suitable candidates for the jobs. Recruitment and selection are important operations in human resource management, designed to make best use of employee strength to meet the strategic goals and objectives of

the employers and of the organisation as a whole. It is a process of screening, sourcing, shortlisting, and selecting the right candidates for the vacant positions.

2.3 Employee's Performance

Employee performance refers to the evaluation and measurement of an individual's job-related tasks, responsibilities, and contributions within an organization, often based on predetermined criteria and standards. It assesses the effectiveness, efficiency, and quality of an employees' work in fulfilling their role and responsibilities (Noe et al., 2017). LePine et al. (2015) defines employee performance as the attributes of employees and their initiative that helps organization to achieve its objectives. Therefore, employee performance has different indicators and different measurement styles depending on the organization measuring it and the reason for which It is measured. While this may ring true, Bamba (2016) by definition is the extent to which an organization objective is achieved or not achieved by employees which means that employee performance can be positive or negative. Organizations tend to prefer positive performance since it is the reason for which virtually all organizations are established. Negative employee performance derails the overall goal of the organizations. Employee performance as defined by Okiro, et al., (2015), is the extent to which employees achieve their mandate within an organization subject to organization goals and objectives. Although employee performance may result to both financial and non-financial achievement for the organization, and the extent of which such goals are strategically accomplish is what employee performance is all about (Okiro et al., 2015).

2.4 Empirical Review

2.4.1 Performance Appraisal and Employee's Performance

Ugoani (2020) explored the relationship between performance appraisal and employee performance in Nigeria. The quantitative and qualitative techniques of the exploratory research design were used for the study. The study population comprised of the people in Nigeria. The judgmental sampling method was used to select the sample of the study. The sample size of 109 was determined through the sample ratio concept. A researcher-designed questionnaire titled Appraisal Report Questionnaire (ARQ) based on a 5-point Likert-type scale was used to collect both quantitative and qualitative information from primary and secondary sources, while top executives in some selected organisations were interviewed. Secondary data are information collected from books, journals, websites, manuals, newspapers, and other relevant sources. Data collected were organised, verified, sorted and coded in readiness for analysis. Data were analysed through descriptive and correlation statistical techniques. The mean cut-off point for the analysis of responses was set at 3 points, while the correlation analysis was done using the Statistical Package for the Social Sciences (SPSS). In view of the result of the study, the study recommends that performance appraisal should carefully review employee's strengths and weaknesses against requirements for possible future higher responsibilities.

Segbenya and Bonsu (2019) examined the effect of performance appraisal and employee performance in the University of Education, Ghana. The concurrent triangulation strategy or design from the pragmatic perspective was adopted for the study. A multi-stage sampling technique such as simple random, stratified, and purposive sampling techniques were used to sample of 159 from a population of 271 (comprising 61 senior members and 210 senior staff) administrative staff of the University of Education, Winneba. Data collection instruments were questionnaire and unstructured interview guide. Quantitative data was analysed with frequencies, percentages, means and standard deviations, and Pearson correlation matrix. Pattern matching was used to present the qualitative data after coding and thematic analysis. The study found that administrative staff of the University were not satisfied with the present ranking PA method or system in vogue.

Respondents strongly endorsed the need for 360-degree feedback PA system because it provides feedback from multiple sources and had a statistically positive significant relationship with employee development and turnover intention. It was recommended that the management of the division of the human resource of the University should gradually phase out the existing performance appraisal system and introduce the 360-degree feedback performance appraisal system. However, the study was conducted in Ghana as the case study while this study concentrated on selected private university in North-central, Nigeria which result will be different.

2.4.2 Recruitment and Employee's Performance

Makhamara et al. (2016) surveyed the influence of strategic selection and recruitment on employee performance in Kenya's health industry, a total of 1,428 workers employed on permanent terms in four public county hospitals in Kenya were targeted. The studied hospitals were county hospitals in the counties of Kakamega, Kajiado, Bungoma and Kangund. Respondents included Senior Administration staff consisting of the hospital administrator, Middle Administration staff, Lower Administration staff, and ordinary workers. 146 being the chosen sample employing simple and stratified random sampling techniques, the leading purpose for the study was to identify the repercussion of strategic recruitment and selection process on the employee performance in the Kenyan Health Segment. The research used a cross-sectional study design survey. The design employed both quantitative and qualitative research approaches. Interview schedules and questionnaires were utilised to collect relevant data for the research. The research established that all hospitals studied had recruitment and selection policies used during staff recruitment and selection, which drastically reduced employee performance from over 77% before implementing the policy to less than 20% after implementing the policies. The study found that justice and fairness were not applied during the conscription and choice of employees in the hospitals. The study also confirmed there were never any employment tests such as skill tests, aptitude, or intellectual/perceptive tests at the studied hospitals. Although the studied hospitals had policies on conscription and assortment, the policies were never applied, a situation that translated to the high turnover of talented and experienced workers. However, the study used health industry in Kenya as the case study while this study concentrated on selected private university in north-central Nigeria which result will be different.

Santosa and Afandi (2019) determined whether the process of recruitment, selection, and job training has an influence on the Bicap village devices. Using qualitative research methods, the study used multiple linear regression analysis. The results of the study showed that the recruitment, selection and job training processes simultaneously have a significant effect on device. The recruitment process is the most dominant factor affecting the device. The village should improve and pay attention to the recruitment process so that villages can get competent and reliable employees based on the classification at the village office. In this study, the research is only limited to the influence and implementation of the process of recruitment, selection, and job training on employee turnover intention. However, other factors that also affects the employees' turnover intention that has not been revealed how much influence, hopefully in further research can discuss other factors that have not been studied in this study.

2.5 Theoretical Review

2.5.1 Two Factor Theory

Herzberg (1966) created a two-dimensional paradigm of factors influencing people's attitudes towards work. Initially Herzberg and his colleagues developed a hypothesis that satisfaction and dissatisfaction with a job were affected by two different sets of factors and thus satisfaction and dissatisfaction could not be reliably measured on the same continuum (Herzberg et al., 1959; Stello, 2011). Herzberg, Mausner and Snyderman published the two-factor model of

work motivation and developed the motivation-hygiene theory, which was influenced by Maslow's hierarchy of needs (Jones, 2011).

The main hypothesis of Herzberg's theory was that certain factors lead to positive attitudes towards work, and others lead to negative attitudes. The other hypotheses stated that the factors and effects involving long-range sequences of events and short-range sequences of events, respectively, were distinct (Herzberg et al., 1959; Stello, 2011). The two factors that had an effect on job satisfaction were divided into two sets of categories. The first category was associated with 'the need for growth or self-actualisation', and became known as the motivation factors. The other category of factors was related to 'the need to avoid unpleasantness', and was known as hygiene factors.

Motivation factors included non-monetary such as achievement, recognition, the work itself, responsibility, advancement and the possibility for growth (Herzberg, 1966; Herzberg, 2003). While, Hygiene factors included company policies and administration, relationship with supervisors, interpersonal relations, working conditions and salary (Herzberg, 1966; Herzberg, 2003). Motivation factors led to positive job attitudes and hygiene factors surrounded the 'doing' of the job (Herzberg et al., 1959; Stello, 2011).

According to Herzberg et al. (1959) the two-factor theory is the difference between motivation and hygiene factors, or intrinsic and extrinsic factors. Herzberg described motivation factors as intrinsic to the job and hygiene factors as extrinsic to the job. Thus, motivation factors operate to only increase and improve job satisfaction; whereas hygiene factors work to reduce job dissatisfaction.

Herzberg's theory is one of the most significant content theories in job satisfaction (Dion, 2016). Further, Herzberg's two-factor theory was noted by many researchers to be the most effective needs satisfaction model used in healthcare organisations (Cahill, 2011). Herzberg's two-factor theory has also been used widely by researchers evaluating job satisfaction (Russell and Gelder, 2018; Mitchell, 2019; Jones, 2011; Mc Glynn et al., 2012).

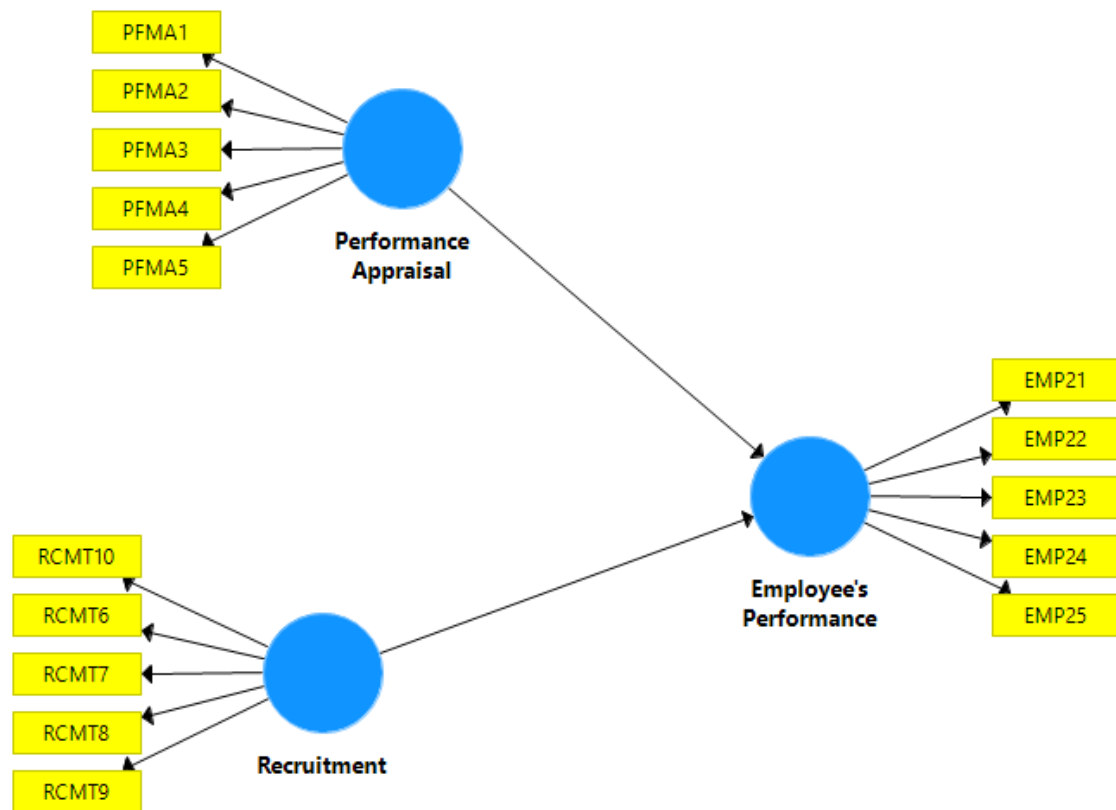
The two-factor theory was also found to be not applicable in some industries (Ruthankoon & Ogunlana, 2013). Also, Ruthankoon and Ogunlana (2013) tested Herzberg's two-factor theory in the Thai construction industry and found that the theory was not entirely applicable. They found that factors such as company policy and salary, which were considered hygiene factors in Herzberg's theory, had a significant role in employee motivation and were thus motivators. In addition, they found that recognition, the work itself, company policy and administration, interpersonal relations, as well as personal life and status were both hygiene and motivation factors. From the above discussion, it is clear that the two-factor theory provides an important link between employee motivation and different work-related conditions such as rewards. However, the theory may not be entirely applicable in some organisations (Ruthankoon & Ogunlana 2013).

3. Methodology

This study adopted a survey research design employing a survey method. The population of the study consist all the employees of selected private university in North-central, Nigeria Therefore, the total population amounted to 784 employees. Taro Yammane formula was used to obtain a sample size of 265. The respondents were selected using stratified sampling technique. A structured five-point Likert scale questionnaire developed by Twaliwi and Isaac (2017) was adapted and administered to the sampled respondents. Performance appraisal and recruitment were used to measure human resource management against employees' performance. Data collected were analyzed using partial least square structural equation modelling Smart PLM-SEM.

3.1 Model specification

The model of the regression analysis is specified thus:



Structural model for direct relationship between human resource management and employee's performance

4. Result and Discussion

Table 1: Descriptive Statistics

	Mean	Median	Min	Max	Standard Deviation	Excess Kurtosis	Skewness
PFMA	4.53	4.72	1	5	0.64	0.53	-1.14
RCMT	2.17	2.56	1	5	0.88	2.34	-1.31
EMP	2.26	2.58	1	5	0.82	2.11	-1.26

Source: SMART PLS Output, 2024

Table 1 provided statistical description of the variables as expressed in the data collected in terms of the mean, minimum, maximum, standard deviation, skewness and kurtosis values, performance appraisal (PFMA) showed minimum and maximum values of 1 and 5 respectively with an average value of 4.5 and a standard deviation value of 0.64. recruitment (RCMT) had minimum and maximum values of 1 and 5 respectively however, it showed an average of 2.1 along with a standard deviation of 0.88. Employee's performance (EMP) had a mean value of 2.2 along with a standard deviation value 0.82. The minimum and maximum values recorded for EMP were 1 and 5 respectively.

4.1 Indicator Reliability

When evaluating the measurement model, we initiate the process by examining the item outer loadings. Generally, it is recommended to consider loadings above 0.708, as they signify that the construct accounts for more than 50 percent of the variance in the indicator, ensuring acceptable item reliability (Hair et al., 2019). However, Hair et al. (2019) also suggest that low but statistically significant indicator loadings (below 0.50) may be included. Conversely, outer loadings below 0.4 should be eliminated, and in exploratory research, loadings between 0.4

and 0.7 may be retained if the average variance extracted is satisfactory (Hair et al., 2014). This justifies the decision not to exclude indicators with loadings below 0.70 and above 0.40 from the model.

4.3 Measurement Model

4.3.1 Indicator Reliability

In assessing the measurement model, we begin by assessing the item outer loadings. As a rule, loadings above 0.708 are recommended, as they indicate that the construct explains more than 50 percent of the indicator's variance, thus providing acceptable item reliability (Hair, et al., 2019). However, Hair, et al., (2019) also posited that low but significant indicator loading (less than 0.50) can be included. Also, outer loadings less than 0.4 should be deleted and in exploratory research, loadings more than 0.4 and less than 0.7 can be retained if the average variance extracted in satisfied (Hair, et al., 2014) hence justifying why indicators with loadings less than 0.70 and above 0.40 were not deleted from the model.

Table 2: Factor Loadings of the Constructs

	Performance Appraisal	Recruitment	Employees Performance
PFMA1	0.834		
PFMA2	0.799		
PFMA3	0.878		
PFMA4	0.945		
PFMA5			
RCMT1		0.896	
RCMT2		0.721	
RCMT3		0.801	
RCMT4		0.810	
RCMT5		0.840	
EMP1			0.835
EMP2			0.881
EMP3			0.760
EMP4			0.740
EMP5			0.731

Source: SMARP-PLS Output

4.3.2 Construct Reliability

To establish internal consistency reliability of the construct, Cronbach's alpha and composite reliability (CR) should be higher than the threshold of 0.7. It is clear from the table 4.4, that all the latent indicators are reliable since their values are higher than the threshold value of 0.7. As an alternative to Cronbach's alpha and composite reliability, Dijkstra and Henseler (2015) proposed rho A as an approximately exact measure of construct reliability, which usually lies between Cronbach's alpha and the composite reliability. Hence, rho A may represent a good compromise if one assumes that the factor model is correct.

4.3.3 Convergent Validity

Convergent validity gauges the degree to which a construct converges to elucidate the variance within its items. To evaluate convergent validity, the average variance extracted (AVE) should exceed 0.5. As depicted in Table 3, the AVE values for all constructs surpass 0.5, affirming that our constructs meet the criteria for convergent validity. This observation suggests that the entire construct accounts for 50 percent or more of the variance present in the items comprising the construct.

Table 3: Construct Reliability and Convergent Validity of the Indicators

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Performance Appraisal	0.856	0.821	0.652
Recruitment	0.822	0.937	0.719
Employees Performance	0.850	0.922	0.786

Source: SMART PLS Output, 2024

4.3.4 Discriminant Validity

Discriminant validity is the extent to which a construct is empirically distinct from other constructs in the structural model. There are many traditional methods for discriminant validity assessment, such as cross loadings and the Fornell-Larcker criterion (Fornell & Larcker, 1981), but researchers are advised to apply the Heterotrait- Monotrait (HTMT) criterion (Henseler et al., 2014). This is because traditional methods fail to indicate a lack of discriminant validity, even when two constructs are perfectly correlated, rendering this criterion's use ineffective for empirical research. For this thesis, table 4.4 shows the HTMT criterion for all the latent constructs. The discriminant validity of the construct is valid if the upper bound of the 95% confidence interval of HTMT is lower than 0.9. From table 4.4, this condition is satisfied.

Table 4: Heterotrait- Monotrait Ratio (HTMT)

	Performance Appraisal	Recruitment	Employees Performance
Performance Appraisal	1.00		
Recruitment	0.589	1.00	
Employees Performance	0.632	0.592	1.00

Source: SMART-PLS Output

4.3.5 Assessing Coefficient of Determination (R^2)

The R-Square value on table 5 show 0.649, meaning that 64.9% of employee's performance were influenced by human resource variables. Meanwhile, the remaining 54.9% was affected by other factors not mentioned in the study. Also, the R^2 of the present study can be recognized as substantial.

Table 5: Coefficient of Determination (R^2)

	R Square	R Square Adjusted
Consumer Buying Behavior	0.649	0.650

Source: SMART-PLS Output, 2024

4.3.6 Model Goodness of Fit (GoF)

To validate the PLS model, it is essential to evaluate its goodness of fit, as recommended by Hair et al. (2017). In this study, the standardized root mean square residual (SRMR) was employed for this purpose. The selection of this index was based on the fact that SRMR provides an absolute fit measure, where a value of zero signifies a perfect fit. Following Hu and Bentler's (1998) suggestion that a value below 0.08 represents a good fit when using SRMR for model assessment, the study's result revealed an SRMR value of 0.033. This indicates that the model fits well. Besides the chi-square, other measures corroborate the goodness of fit in the study's model.

Table 6: Model of Goodness of fit Summary

	Saturated Model	Estimated Model
SRMR	0.030	0.031
d_ULS	3.903	3.903
d_G	3.730	3.730
Chi-Square	5075.122	5075.122

Source: SMART-PLS Output, 2024

4.4 Test of Hypotheses

The table below show the path coefficients, t-values and p-values used to test the hypotheses of the study:

Table 7: Path Coefficient of the Model

Variables	Beta	T Statistics (O/STDEV)	f ² Values	P Values	Decision
Performance Appraisal -> Employees Performance	0.304	3.594	0.079	0.004	Rejected
Recruitment -> Employees Performance	-0.514	13.765	0.944	0.621	Accepted

Source: SMART-PLS Output, 2024

Hypothesis One

H₀₁: Performance appraisal has no significant effect on employee's performance of selected private university in North-central, Nigeria

The result of the test as shown in table 7 revealed that performance appraisal has positive and significantly effect on employee's performance of selected private university in North-central, Nigeria, with $\beta = 0.304$ and $p = 0.004$. Thus, hypothesis one was not supported and therefore rejected at 5% level of significance. There is adequate evidence to reject the null hypothesis and the study therefore conclude that performance appraisal has positive and significant effect on employee's performance of selected private university in North-central, Nigeria

Hypothesis Two

H₀₂: Recruitment has no significant effect on employee's performance of selected private university in North-central, Nigeria

The result from table 7 shows that recruitment has negative but insignificant effects on employee's performance of selected private university in North-central, Nigeria, with $\beta = -0.514$ and $p = 0.621$. Thus, hypothesis two was supported and therefore accepted at 5% level of significance. There is adequate evidence to accept the null hypothesis and the study therefore conclude that recruitment has insignificant effects on employee's performance of selected private university in North-central, Nigeria

4.5 Discussion of Findings

The first finding revealed that performance appraisal has a positive and significant effect on employee's performance of selected private university in North-central, Nigeria, this implies that the organization should continue to invest in and potentially enhance its performance appraisal system, as it appears to be a valuable tool for driving and sustaining employee performance. The finding is in agreement with that of Segbenya and Bonsu (2019) who found positive and significant effect on employee's performance. However, the finding disagrees with the finding of Ugoani (2020) who found and insignificant effect of performance appraisal.

Secondly, findings revealed that recruitment has negative and insignificant effect on employee's performance of selected private university in North-central, Nigeria. This implies that the recruitment process may need to be re-evaluated and improved to better identify and select candidates who can positively contribute to the organization's overall performance.

This finding agrees with the findings of Makhamara et al. (2016) who found negative and insignificant effect on employee's performance. But the finding however, disagreed with that of Santosa and Afandi (2019) who found positive and significant effect on employee's performance.

5. Conclusions and Recommendations

This study examined the effect of human resource management on employee's performance of selected private university in North-central, Nigeria. The findings concluded that, the current recruitment practices and processes within the organization may not be effectively supporting or enhancing employee performance. The analysis revealed a negative and statistically insignificant relationship between recruitment and employee performance outcomes. This finding underscores the importance of carefully considering recruitment of employees. Based

on the finding that performance appraisal has positive and significant effect on employee's performance of selected private university in North-central, Nigeria, it is a crucial factor contributing to their employee's performance. The strong positive relationship indicates that the performance appraisal process plays a crucial role in enhancing and supporting employee performance within the organization.

Based on the findings and conclusions above, the study recommends private university should ensure that the performance appraisal system is well-designed, transparent, and consistently applied across the organization. This will help employees understand the evaluation criteria and feel that the process is fair. Also, they should ensure that managers and supervisors responsible for conducting performance appraisals are properly trained in effective feedback techniques, goal-setting, and performance management. This will help them deliver constructive and meaningful evaluations. It is also the recommendation private university should examine the current recruitment practices and identify areas for improvement. This may involve reviewing the job descriptions, screening criteria, interview processes, and onboarding procedures to ensure they are effectively identifying and selecting the right candidates. They should also continuously evaluate the recruitment process, analyze the performance of new hires, and make adjustments to the strategy as needed. This may involve updating job requirements, revising sourcing channels, or refining the assessment methods.

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