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EFFECT OF HUMAN RESOURCES MANAGEMENT ON EMPLOYEE PERFORMANCE IN ANAMBRA STATE MINISTRY OF AGRICULTURE, 2013-2018

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ABSTRACT

This study presents an empirical investigation into the effect of human resources management on employee performance in Anambra State Ministry of Agriculture. The study was guided by two objectives and two research questions. Two hypotheses were formulated and tested by the study. The study used descriptive survey research design. The population of the study consists of 116 employees of the organization. The study used questionnaire as instrument of data collection. The questionnaire was subjected to face and content validity. Cronbach alpha method was used to establish the internal consistency of the questionnaire items which yielded a reliability coefficient of 0.91. Data collected for the study were analyzed using descriptive statistics of mean and standard deviation to answer the research questions while Chi-square was used to test the hypotheses at 0.05 level of significance. The study after data analysis found that, reward system and training affect employee performance to a very high extent, and also reward system and training has a significant effect on employee performance in Anambra State Ministry of Agriculture. The study recommends among others that Anambra State Ministry of Agriculture should have a good reward system that guarantee adequate salary/wages and benefits that will attract and motivate employees to give their best.

Keywords: Employee, Human resources, Management, Organization, Performance.

Introduction

Employees are the human resources of an organization and its most valuable asset. Hence, for an organization to achieve its desire aims and objectives, it must make employee performance a major priority that needs proper attention. The level of employee performance depends on the skill; knowledge and experience the employee demonstrate in his/her jobs and the level of satisfaction the employee get with the organization reward system and training programmes.

In order for organization to develop a high-performance and effective workforce, the organization should use human resource management. Human resources management entails the process of analyzing and managing an organization human resource needs to ensure satisfaction of its strategic objectives (Hellrigel, Jackson, Slocum & Staude, 2009). It is the process of developing, applying and evaluating policies, procedures, methods and programs relating to the employment, motivation, maintenance, and management of people in the organization.

Dessler (2007) in his own view sees human resource management as the policies and practices involved in carrying out the people or human resources aspects of a management position which includes recruitment, screening, training and appraising. Thus, it comprises a set of practices and policies designed to maximize organizational integration, employee commitment, flexibility and quality of work (Armstrong, 2016). It also deals with activities like human capital management, corporate social responsibility, human resource planning, recruitment, selection, training and development, reward management, performance management, employee relations, health safety and employee well-being as well as provision of employee services.

The employee performance deals with the accomplishment of task or mere working effectiveness of employee (Thomas, 2014). The performance involves the use of knowledge, skills, experiences and abilities, to perform the assigned mission required by organization efficiently and effectively (DuBrin, 2006).

Anambra State Ministry of Agriculture is one of the Government Agencies of the State saddled with the responsibility of coordinating all agriculture related programmes in the state. The issue of human resources management (HRM) in an organization plays an important role in enhancing the performance of employees and the organization. However, observation have shown that, despite of the role human resources management plays in an organization, Anambra State Ministry of Agriculture does not pay much attention to HRM in order to ensure effective performance of their employees. Therefore, the study set to examine the effect of human resources management on employees' performance in Anambra State Ministry of Agriculture.

Objectives

The broad objective of the study is to examine the effect of human resources management on employee performance in Anambra State Ministry of Agriculture. While the specific objectives are to:

i. ascertain the effect of reward system on employee performance in Anambra State Ministry of Agriculture.
ii. evaluate the effect of training on employee performance in Anambra State Ministry of Agriculture.

Research Question

The following research questions were raised and answered by the study:

i. To what extent has reward system affect employee performance in Anambra State Ministry of Agriculture?

ii. To what extent has training affect employee performance employee performance in Anambra State Ministry of Agriculture?

Hypotheses

The following null hypotheses were formulated and tested by the study at 0.05 level of significant.

i. Reward system has no significant effect on employee performance in Anambra State Ministry of Agriculture; and
ii. Training has no significant effect on employee performance in Anambra State Ministry of Agriculture.

Conceptual Framework

The major concepts of the study were defined for easy clarification as followas:

Human Resources Management

Human resource management is a strategic, integrated and coherent approach to the employment, development and well-being of the people working in an organization (Armstrong, 2016). Storey (2007) defines human resources management as a distinctive approach to employment management which seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce, using an integrated array of cultural, structural and personnel techniques; while Byars & Rue (2004) viewed human resources management as an activities designed to provide for and coordinate the human resources of an organization. Human Resource Management is the process of recruitment, selection of employee, providing proper orientation and induction, providing proper training and the developing skills, assessment of employee (performance of appraisal), providing proper compensation and benefits, motivating, maintaining proper relations with labor and with trade unions, maintaining employee's safety, welfare and health by complying with labor laws of concern state or country.

Therefore, human resources management is the personnel function which is concerned with procurement, development, compensation, integration and maintenance of the personnel of an organization for the purpose of contributing towards the accomplishments of the organizational objectives.

Reward System

Reward system is the general term that refers to all forms of payment or rewards going to employees at all organisational levels and arising from employment in an organization (Murlins, 2012). It is a system set up by an organization to reward performance and motivate employees or individuals or group levels for their positive contributions to the growth of the organization. It can also be seen as the procedures, rules and standards associated with allocation of benefits and compensation to employees. Rewards are intended to motivate certain behaviours but for it to be effective, it must be timely and tied to effective performance. If the reward plan is seen to be unfair and unrealistic, for example, promotion on the basis of favouritism may have a negative effect as a motivator. Reward system is the major link in the exchange process between individual workers and the organization. Employees contribute many resources to the organization in form of time, effort, knowledge, skills, creativity and energy. In return, the organization rewards them with both tangible and intangible packages.

Some elements of reward system include: pay raises, bonuses, company automobiles and vacation benefits.

The reward having different types some are monetary and some nonmonetary rewards. The monetary rewards are given to employees in form of cash, bonus, etc. The non-monetary rewards are given to employees in form of praise, appreciation, awards, certificate and appreciation. Moreover, if the employees are rewarded on their duties then they are more motivated to perform better (Mira, Choong & Thim, 2019). However, Murlins (2012) identifies the main goals of reward system as to attract qualified, skilled people to the organisation, to retain employees and to motivate employees to deliver to higher accomplishments.

Johnson, Chang & Yang (2010) outlines the aims of reward system to include: attract, retain and motivate employee, to support the attainment of the organization's strategic and short term objectives by helping to ensure that it has the skilled, competent, committed and well-motivated work force it needs, to meet the expectations of employees that they would be treated equitably, fairly and consistently in relation to the work they do and their contribution.

Training

Training is defined as the systematic acquisition of skills, rules, concepts or attitudes that results in improved performance in another environment (Goldstein & Ford, 2002). This involves an organized attempt to find out training needs that meet the knowledge and skill which is needed not only to perform current job but also to fulfil the future needs of the organization. The employees get competitive edge for the organizations when their skills, knowledge and abilities are more updated according to present economy. Armstrong (2001) defines training as the formal and systematic modification of behaviour through learning which occurs as a result of education, instruction, development and planned experience. Theresa (2016) defines training as process of mentoring in the workplace which tended to describe a relationship in which a more experienced colleague uses his or her greater knowledge and understanding of the work or workplace to support the development of a more junior or inexperienced member of staff. Training is the methodical gaining and improvement of knowledge, skills, and behaviours imperative for employees to complete the job responsibilities or to perform better in their work environment (Tharou, Saks & Moore, 2007).

Employee Performance

Employee performance refers as the ability of organizational member to meet organizational tasks, requirements and objectives through strategic investment into organizing, executing and accomplishing roles and duties in a minimum time possible (Adair, 2005). It was also operationally perceived as: Executing defined duties, meeting deadlines, team input, and achieving departmental goals. The above as pointed by (Armstrong, 2006) may lead to efficiency, specialization, effective feedback and good organizational relations.

According to Zayum (2018) employee performance could simply understood as the related activities expected of a worker and how well those activities were executed. Dimensions of employee performance include: quantity of output, quality of output, timeliness of output, present at work and cooperativeness. Bond & Fox (2007) also highlights the dimensions of employee performance as follows: quantity of work, timeliness of work, quality of work i.e

the quality of work produced in terms of standards, use of resources/efficiency, self-reliance, productive work habits, alignment and compliance with organizational objectives.

Empirical studies

Nurul, Sabiroh & Eliy (2021) studied the effects of reward system on employees' performance. The study found that rewards system have a significant impact on employees' performance. Kuruppu, Kavirathne & Karunarathna (2021) studied the impact of training on employee performance in a selected apparel sector organization in Sri Lanka. The study found that that there is a significant positive impact of training content and operational factors on employee performance. Zayum (2018) studied the effect of manpower training on employee performance in Plateau State Local Government Service Commission. The study found that manpower training affect employee performance and manpower training has significant effect on employee performance. The research carried out by Bashir, Ghazanfar, Abrar & Dar (2014) find out that there is relationship between employee motivation and employee performance. In addition, the study find out that intrinsic reward and employee perceived training effectiveness leads to employee motivation and performance. James & Daniel (2014) studied the effect of training on employee performance: A survey of health workers in Siaya County, Kenya. The study found there is a strong positive relationship between training of employees and performance.

Theoretical Framework

The study adopted Resource-based view theory developed by Wernerfelt (1984) as it theoretical based. The theory argues that performance is a result of organization specific resources and capabilities which may often be implicit or intangible in nature. Organization that possesses rare, non-imitable, valuable, unique, and non-substitutable resources will outperform organization that does not possess such resources. The theory ties Human Resources Management with competitive advantage generation through focusing on fostering the internal resources that the organization owns which are unique and special to the organization. In essence, the theory view human resources as the valuable asset that needs to be rewarded properly and be trained in order to perform effectively and efficiently.

Methodology

The study adopted descriptive survey research design. The population of the study was 116 employees of the organization. The entire population constituted the sample for the study, hence there was no sampling because the population is small and was managed by the researcher. The instrument used for data collection was a structure questionnaire titled: Effect of Human Resources Management on Employee Performance Questionnaire (HRMEPQ) developed by the researchers from the literature reviewed. The response of each item in the questionnaire were based on a 4-point rating scale of very high extent, high extent, low extent and very low extent with a corresponding nominal value of 4,3,2 and 1 respectively. The instrument was subjected to face and content validity. Cronbach Alpha method was used to establish the internal consistency of the HRMEPQ items which yielded a reliability coefficient of 0.91 indicating that the instrument is highly consistent and reliable for the study. A total of 116 questionnaires were administered and 104 questionnaires were retrieved from the respondents and used for data analysis. Data collected for the study were analyzed using mean and standard deviation while Chi-square statistics was used to test the hypotheses at 0.05 level of significance.

In answering the research questions, the real limits of numbers was used for decision making as follows; 3.50 - 4.00 = very high extent; 2.50 – 3.49 = high extent; 1.50 – 2.49 = low extent; 1.00 – 1.49 = very low extent.

The decision rule for rejection of hypotheses was based on the Chi-square calculated value ($\circledcirc 2\alpha$) and the critical value. A hypothesis of no significant effect was rejected for any cluster of items whose $\circledcirc 2\alpha$ was greater than the critical value at 0.05 and with the specified degree of freedom while it was not rejected for any cluster of items whose $\circledcirc 2\alpha$ is less than the critical value at 0.05 and with the specified degree of freedom.

Result and Discussion

Table 1: Mean Rating and Standard Deviation of Respondents on the extent to which Reward System Affect Employee Performance in Anambra State Ministry of Agriculture

S/N	Variables	N	Minimum	Maximum	Mean	Std. Deviation	Remark
1.	Pay raises motivates employee to put their best that enhance quality work	104	2.00	4.00	3.73	.813	Very high extent
2.	Organizational bonus enhance employee performance	104	1.00	4.00	3.61	.653	Very high extent
3.	Vacation benefits motivate employee to be committed that enhance performance	104	2.00	4.00	3.51	.543	Very high extent
4.	Recognition to employees encourage them to be dedicated	104	2.00	4.00	3.75	.651	Very high extent
5.	Merit pay encourage employee to be efficient and effective	104	2.00	4.00	2.58	.719	High extent

Source: Field survey data, 2018.

Data presented in Table 1 revealed that all the 5 items had their mean values ranged from 2.58 to 3.75 which were real limits of 3.50 to 4.00. This shows that reward system affect employee performance in Anambra State Ministry of Agriculture to a very high extent. The Table further showed that the standard deviation of the items ranged from .54 to .81, indicating that the respondents were not too far from the mean and from the opinion of one another in their responses on the extent to which reward system affect employee performance..

Table 2: Mean Rating and Standard Deviation of Respondents on the extent to which Training Affect Employee Performance in Anambra State Ministry of Agriculture

S/N	Variables	N	Minimum	Maximum	Mean	Std. Deviation	Remark
6.	Mentoring enhance employee performance,	104	2.00	4.00	3.83	.714	Very high extent
7.	Job rotation affect employee performance positively	104	2.00	4.00	3.68	.621	Very high extent

8.	Workshop enhance employee performance	104	2.00	4.00	3.54	.642	Very high extent
9.	Classroom lectures affect employee performance	104	1.00	4.00	3.79	.657	Very high extent
10.	Conference enhance employee performance	104	1.00	4.00	3.57	.715	Very high extent

Source: Field survey data, 2018.

Data presented in Table 2 revealed that all the 5 items had their mean values ranged from 3.54 to 3.83 which were real limits of 3.50 to 4.00. This shows that training affect employee performance in Anambra State Ministry of Agriculture to a very high extent. The Table further showed that the standard deviation of the items ranged from .62 to .71, indicating that the respondents were not too far from the mean and from the opinion of one another in their responses on the extent to which training affect employee performance.

Testing of Hypotheses

The study used Chi-square to test the stated hypotheses at 0.05 level of significance.

Hypothesis 1

Reward system has no significant effect on employee performance in Anambra State Ministry of Agriculture.

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To test hypothesis 2 above, the mean ratings of respondents were analyzed using chi-square statistics tool and presented in Table 3.

Table 3: Chi-Square Test of Effect of Reward System on Employee Performance in Anambra State Ministry of Agriculture

	Df	✟2	✟2α	Sig.	Alpha Level	Remark
Pearson Chi-square	12	21.03	731.548	.000	.05	S, R
Number of Valid Cases		104				

Df = degree of freedom, ⌾2= critical value, ⌾2α = chi-square calculated, Sig. = P-value; P < .05, S= Significant, R= rejected.

Table 3 shows a chi-square calculated value of 731.548 which is greater than the critical value of 21.03 at .05 level of significance and with 12 degree of freedom (i.e.✟⌾2α = 731.548 > 21.03). This indicates that reward system has significant effect on employee performance in Anambra State Ministry of Agriculture during the period under study. Therefore, the hypothesis which states that reward system has no significant effect on employee performance in Anambra State Ministry of Agriculture was rejected.

Hypotheses 2

Training has no significant effect on employee performance in Anambra State Ministry of Agriculture.

To test hypothesis 2 above, the mean ratings of respondents were analyzed using chi-square statistics tool and presented in Table 4.

Table 4: Chi-Square Test of Effect of Training on Employee Performance in Anambra State Ministry of Agriculture

	Df	⚜2	⚜2α	Sig.	Alpha Level	Remark
Pearson Chi-square	12	21.03	832.763	.000	.05	S, R
Number of Valid Cases		104				

Df = degree of freedom, ⊚⊚2= critical value, ⊚⊚2α = chi-square calculated, Sig. = P-value; P < .05, S= Significant, R= rejected

Table 4 shows a chi-square calculated value of 832.763 which is greater than the critical value of 21.03 at .05 level of significance and with 12 degree of freedom (i.e.⚜⊚2α = 832.763 > 21.03). This indicates that training has significant effect on employee performance in Anambra State Ministry of Agriculture during the period under study. Therefore, the hypothesis which states that training has no significant effect on employee performance training and development was rejected.

Discussion of the Findings

The findings of the study were discussed as follows:

The findings from research question 1 in Table 1 revealed that 5 variables of reward system affect employee performance in Anambra State Ministry of Agriculture to a very high extent. The variables were: Pay raises, bonus, vacation benefits, recognition and merit pay. The findings from research question 1 in Table 1 was further supported by finding from hypothesis 1 in Table 3 which revealed that reward system has positive significant effect on employee performance (i.e.⚜⊚2α = 731.548 > 21.03). The finding of the study is in agreement with Nurul, Sabiroh & Eliy (2021) they found that rewards system have a significant impact on employees' performance. The finding of the study also agreed with the view of Johnson, Chang & Yang (2010) that the aims of reward system to include: attract, retain and motivate employee, to support the attainment of the organization's strategic and short term objectives by helping to ensure that it has the skilled, competent, committed and well-motivated work force it needs, to meet the expectations of employees that they would be treated equitably, fairly and consistently in relation to the work they do and their contribution.

The findings from research question 2 in Table 2 revealed that 5 variables of training affect employee performance in Anambra State Ministry of Agriculture to a very high extent. The variables were: mentoring, job rotation, workshop, classroom lectures and conference. The findings from research question 2 in Table 2 was further supported by finding from hypothesis 2 in Table 4 which revealed that training has positive significant effect on employee performance (i.e.⚜⊚2α = 832.763 > 21.03). The finding of the study was in agreement with Kuruppu, Kavirathne & Karunarathna (2021) they found that there is a significant positive impact of training content and operational factors on employee performance. The finding of the study also collaborate with Zayum (2018) who found that manpower training affect employee performance and manpower training has significant effect on employee performance.

Conclusion

The study examined the effect of human resource management on employee performance in Anambra State Ministry of Agriculture. The study after data analysis and testing of stated hypotheses revealed that reward system and training affect employee performance to a very high extent, and also reward system and training has a significant effect on employee performance in Anambra State Ministry of Agriculture.

Recommendations

The study recommended the following in order to enhance human resources management practices toward employee performance in Anambra State Ministry of Agriculture.

1. Anambra State Ministry of Agriculture should have a good reward system that guarantee adequate salary/wages and benefits that will attract and motivate employees to give their best.
2. The organization should develop training programmes and policies that would encourage employee to acquire addition training for effective performance.

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