

HUMAN RESOURCE MANAGERS' STRATEGIES AND ORGANIZATIONAL DEVELOPMENT IN MUHAMMAD GONI COLLEGE OF LEGAL AND ISLAMIC STUDIES, MAIDUGURI, BORNO STATE, NIGERIA

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Abstract

The study examined the relationship between human resource managers' strategies and organizational development in Muhammad Goni College of Legal and Islamic Studies, Maiduguri, Borno State, Nigeria. The objectives of the study were to determine the relationships among performance appraisal, employee engagement, workforce retention, and organizational development at the NCE Unit of Muhammad Goni College of Legal and Islamic Studies, Maiduguri, Borno State, Nigeria. The study adopted a descriptive survey research design. The population for this study consists of all academic and non-academic staff of the NCE Unit. A total of 47 staff, including 14 academics and 33 non-academics, from the Unit were sampled. The main instrument used for data collection was a questionnaire titled "Questionnaire on Influence of Human Resource Manager Strategies on Organizational Development (QIHRMSOD)", designed by the researchers. The instrument was subject to test-retest, and the reliability index was found to be 0.77. The researchers administered 47 questionnaires to the respondents. The collected data were analysed using descriptive statistics, mean, and standard deviation, as well as the Pearson Product-Moment Correlation Coefficient. The findings of the study revealed that there is a significant negative correlation among performance appraisal, employee engagement, and organizational development. The finding further revealed that there is no significant relationship between workforce retention and organizational development in the NCE Unit. Based on the findings, the researchers recommended that the management of the NCE Unit should redesign its performance appraisal system to be more transparent, fair, and development-oriented, rather than punitive, since it has been revealed to be negatively correlated with organisational development. It also recommended that, since retention was not found to significantly influence organisational development, strategies should focus on retaining high-performing and motivated staff, rather than for its own sake.

Keywords: Workforce Retention, Performance Appraisal System, Human Resource Manager, Organizational Development.

INTRODUCTION

Human Resources is often referred to simply as personnel within an organization. Human resource management is the act of employing, training, promoting, motivating, and firing employees in an organization as needed. Human Resource Units are often in charge of developing, implementing, and managing rules affecting workers and the organization's interaction with its employees." The organization usually has a Unit called the Human Resource Unit responsible for creating and implementing policies, including those related to workers and the relationship between the organization and its employees (Oladimeji and Aladejebi, 2020).

The human resources manager is in charge of staff recruiting, training, and development, pension, benefit payment, employee health, safety, welfare, and salary in an organization (Grandire Land, 2020). Mayhew and Seidel (2019) are of the view that a human resource manager has two basic functions: overseeing organizational policies and objectives and managing employees. That is why a human resources manager must be knowledgeable about all aspects of human resources, including compensation and benefits, training and development, employee relations, and recruitment and selection. Solid communication skills and decision-making capabilities, grounded in analytical skills and critical thinking, are among the core competencies required of human resource managers.

A human resource manager is a fundamental leader in charge of managing employee-related responsibilities. Employee dedication and engagement are critical to the development, survival, and competitiveness of any firm. Job satisfaction and job specification fulfilment are key factors for establishing dedication and communication throughout an organization.

Human resource management guidelines, policies, and practices play a proactive role in establishing a robust mutual relationship and understanding between firms and their workforce, based on shared trust and assigned duties, which leads to organizational development (Dessier, 2020).

Human Resource (HR) managers play a role in organizational development, sustainability, and improving performance (Darmawan, 2018). Talent retention, performance management, and employee development are important components of effective organizational development, in addition to the recruitment and selection process of new employees. Quality human resources are assets that contribute to the achievement of organizational goals, thereby increasing employee commitment to the organization and promoting organizational development (Mardikaningsih, 2020).

Several scholars have weighed in on the evolving and influential role of human resource managers. Boxall and Purcell (2016) discussed how human resource managers contribute to corporate capabilities and innovation through workforce development and engagement methods. Human Resource Management (HRM) is concerned with aligning human resource operations with corporate strategy to achieve success (Wright & McMahan, 2011). Human resource managers often lead efforts like leadership development, preparing future leaders, and shaping organizational culture.

Human resource management is one of the most important things that determines the success of an organization. Researchers such as Okerenu (2024), Onyekuelu (2020), Gade and Haluku (2024), and Ezenwaka and Okoro (2020) observed that an organization can go up if it has good human resource management practices. Practices like staff incentives, training and development, hiring and selection, and job stability have often been linked to higher

performance in an organization and organizational development. Employers are more likely to get motivated, engaged, and devoted workers if they offer competitive pay, numerous opportunities for professional growth, hire carefully, and promise jobs for the long run. In turn, this leads to better success and organizational development (Collins, 2021). Okerenu (2024) and Gade and Haluku (2024) observed that, despite the significance of human resource managers in organizational development and growth, there have been issues of underdevelopment and growth. These might be attributed to ineffective appraisal strategy, lack of employee engagement, inability to retain or maintain the workforce, and lack of effective motivational strategies. It is against this problem that researchers examined the influences of human resource managers on organizational development in Muhammad Goni College of Legal and Islamic Studies, Maiduguri, Borno State, Nigeria.

OBJECTIVE OF THE STUDY

The objectives of the study are to examine the relationship between:

- i. Performance appraisal and organizational development in the NCE Unit at Muhammad Goni College of Legal and Islamic Studies, Maiduguri, Borno State, Nigeria;
- ii. Employee engagement and organizational development in the NCE Unit at Muhammad Goni College of Legal and Islamic Studies, Maiduguri, Borno State, Nigeria; and
- iii. Workforce retention and organizational development NCE Unit at Muhammad Goni College of Legal and Islamic Studies, Maiduguri, Borno State, Nigeria.

Hypothesis

The following null hypotheses were tested at the .05 level of significance;

H₀₁: There is no significant relationship between performance appraisal and

organizational development in the NCE Unit at Muhammad Goni College of Legal and Islamic Studies, Maiduguri, Borno State, Nigeria.

H₀₂: There is no significant relationship between employee engagement and organizational development in the NCE Unit at Muhammad Goni College of Legal and Islamic Studies, Maiduguri, Borno State, Nigeria.

H₀₃: There is no significant relationship between workforce retention and organizational development in the NCE Unit at Muhammad Goni College of Legal and Islamic Studies, Maiduguri, Borno State, Nigeria.

LITERATURE REVIEW

Onyekuelu (2020) researched the effect of strategic management performance on organizational development in South-east Nigeria. The study adopted a descriptive survey design. The population of the study was made up of 1200 selected manufacturing firms in South-East Nigeria. The sample size consists of 300 employees of the selected manufacturing firms using Tara Yamane's formula. The instrument for data collection was a Questionnaire. The reliability was ascertained through the test-retest method. The reliability of the instrument was ascertained at 0.8, indicating high reliability. The data were analyzed using multiple regression analysis using 5% level of significance. The study found that strategic processes, including objective, strategy formulation, strategy implementation, and strategy evaluation, had significant effects on the organizational performance of manufacturing firms in South-East Nigeria. The overall result was that strategic management has a significant effect on organizational performance in South-east Nigeria.

Ezenwaka and Okoro (2020) researched the effect of performance management on organizational effectiveness in Chukwuemaka Odumegwu Ojukwu University, Anambra State, Nigeria. The study adopted a survey design.

The population of the study was the entire staff in the university, comprising 1250 academic staff and 1640 non-academic staff, totaling 2890 staff. The sample size for the study was 573 using the Borg and Gall (1973) formula. The instrument for data collection was a Questionnaire. The reliability of the instrument was assured through the test-retest method. The reliability of the instrument was found to be high, with a reliability coefficient of 0.79; therefore, the research instrument was considered highly reliable. Data were analyzed using Ordinary Least Squares (OLS). According to the findings, Chukwuemaka Odumegwu Ojukwu University's personnel productivity was significantly impacted by performance review, training, and compensation.

Okerenu (2024) studied strategic management and organizational performance in Delta State, Nigeria. The study used a survey-based research design. The study's population consisted of six manufacturing businesses in Delta State, Nigeria. The study used Taro-Yamane's (1964) sample size formula in obtaining a sample size of 69 respondents. The instrument for data collection was a Questionnaire. Cronbach's Alpha reliability technique was employed in ascertaining the reliability of the instrument. The research instruments were reliable, since the Cronbach's Alpha coefficient exceeded 0.5. The study used both descriptive and inferential statistics in analyzing the data. The study revealed that strategic management, strategy implementation, and strategy evaluation had a significant positive effect on organizational performance.

Gade and Haluku (2024) researched the effect of employee engagement on organizational performance within public universities in Ethiopia. The study adopted both quantitative and qualitative approaches, employing a descriptive and explanatory research design. The population of the study comprised

permanent employees working at the sampled universities. The sample size was 376 according to the Probability Proportion to Size (PPS) technique. The data was collected via a questionnaire. The instrument's validity was examined by a rigorous peer review, which included asking opinions from qualified researchers. To evaluate data, a structured equation model was used in conjunction with confirmatory factor analysis and path analysis models. The study's findings indicated that vigor, dedication, and absorption all had a significant and favourable impact on organizational performance in higher education.

Rajakpaksha and Tilakasiri (2020) researched individual factors of employee engagement in organizational performance in the Colombo district, Sri Lanka. The first day adopted a survey research design. The population consists of workers in SMEs in the Colombo district. The study used a stratified sampling method to select 249 employees for the survey, representing all management levels. The instrument for data collection was a Questionnaire. The reliability of the instrument has been tested using Cronbach's Alpha. 11.5

Dahiru (2017) researched employee retention strategies and performance at the National Assembly, Abuja, Nigeria. The first day adopted a descriptive survey research design. The population of the study consists of 3858 employees of the National Assembly. A sample size of 346 was selected for the study. The study used a simple random sampling technique. The instrument for data collection was a Questionnaire. The reliability of the instrument showed the extent to which the instrument is error-free. The instrument went through test-retest reliability. Pearson's correlation coefficient and multiple regression analysis were used for data analysis. The study found a moderate positive relationship between employee retention and employee performance in the Nigerian National Assembly.

Sang-rit and Gilitwala (2024) examined the factors influencing employee retention among construction-related Small-to Medium-sized Enterprises (SMEs) by applying a purposive sampling method via questionnaires administered to 386 construction workers in Krung Thep Maha Nakhon. The results of the multiple regression suggest that task interdependence, reward, and recognition have a significant impact on employee retention in construction-related SMEs. Hussein (2021) established that employee retention strategies, including a positive working environment, effective employee communication, employee flexibility and freedom, development and training, management support, compensation and benefits, and employee involvement, have significantly affected the performance of private colleges in Baghdad.

Using structural equation modelling and a survey research design through a structured questionnaire administered to 250 employees, Wasseem et al. (2019) considered the moderating effect of employee retention on the linkage between capacity building and managers' support on employee performance in textile firms in Pakistan. The outcome of the study revealed that building employee capacity improves employee performance, whereas managerial support has an insignificant impact on employees' performance. Furthermore, the study found that employee retention has a significant impact on the relationship between manager support and employee performance in Pakistan's textile sector. Retained employees are more experienced and capable of handling any situation within an organization, resulting in a positive overall impact on employee performance, which in turn provides opportunities for organizational growth.

Fahim (2018) employed a survey research design using an Arabic language structured questionnaire administered to 300 staff members of the National Bank of Egypt (NBE)

across 12 branches in Cairo to examine the influence of strategic human resources management practices on employee retention in the public sector. The study employed the Pearson correlation coefficient, simple linear regression, and structural equation modelling to establish that strategic human resources management practices encourage the retention of talented and skilled staff by the National Bank of Egypt. Additionally, Derani and Ghani (2019) examined the impact of employee retention (represented by training, workplace communication, teamwork, and compensation) on bank performance in Malaysia, using a survey research design with a structured questionnaire administered to 200 employees of commercial banks on the East Coast of Malaysia. The empirical findings of the study revealed that commercial banks in East Coast Malaysia retain their staff through adequate training, effective communication, and teamwork.

METHODOLOGY

The study adopted a descriptive survey research design. The population for this study consisted of all academic and non-academic staff of the NCE Unit. A total of 47 staff, including 14 academics and 33 non-academics, from the NCE Unit at Mohammed Goni College of Legal and Islamic Studies, Maiduguri, Borno State (MOGOCOLIS), were sampled. According to Cresswell (2018), when a population is small enough, the researchers can include all members of that population in their study to avoid bias. The main instrument used for data collection was a questionnaire titled "Questionnaire on Influence of Human Resource Manager on Organizational Development (QoIHuReMOD)", designed by the researchers. The Questionnaire was divided into sections A and B. Section A contains demographic information of the respondents, while Section B contains the research questions. The items were all arranged on a five-point

Likert scale of Strongly Agree (SA) 4, Agree (A) 3, Undecided (U) 3, Disagree (D) 2, and Strongly Disagree (SD) 1. The instrument was subjected to test-retest, and the reliability index was found to be 0.77. The researchers administered 47 copies of the questionnaire to the respondents. The collected data were analyzed using descriptive statistics, mean, and standard deviation, as well as the Pearson Product-Moment Correlation Coefficient.

RESULTS

This section deals with data analysis, results, and Discussion in line with the objectives of the study.

H₀₁: There is no significant relationship between performance appraisal and organizational development in the NCE Unit at Muhammad Goni College of Legal and Islamic Studies, Maiduguri, Borno State, Nigeria.

Table 1: Correlational Analysis on the relationship between performance appraisal and organizational Development

Variables	Mean	Std. Deviation	N	r-value	P-value	Remarks
Human Resource Management	32.1702	4.37542	47	.779	-.042	significant
Management Appraisal Performance	30.1915	3.96527	47			

Table I test hypothesis that there is no significant relationship between performance appraisal and organizational development in the NCE Unit at Muhammad Goni College of Legal and Islamic Studies, Maiduguri, Borno State, Nigeria. The finding revealed that the r - value .779 and the p-value is .042, which is less than .05 level of significance. This implies that there is a negative correlation between performance appraisal and organizational

development in the NCE Unit at Muhammad Goni College of Legal and Islamic Studies, Maiduguri, Borno State, Nigeria. Hence, the null hypothesis is rejected.

H₀₂: There is no significant relationship between employee engagement and organizational development in the NCE Unit at Muhammad Goni College of Legal and Islamic Studies, Maiduguri, Borno State, Nigeria.

Table 2: Correlational Analysis on the relationship between employee engagement and organizational development.

Variables	Mean	Std. Deviation	N	r-value	P-value	Remarks
Human Resource Management	32.1702	4.37542	47	.961	-.007	significant
Employee Engagement	27.7234	5.93333	47			

Table 2 test hypothesis that says there is no significant relationship between employee engagement and organizational development in the NCE Unit at Muhammad Goni College of Legal and Islamic Studies, Maiduguri, Borno State, Nigeria. The finding revealed that the r-

This implies that there is a significantly negative correlation between employee engagement and organizational development in the NCE Unit at Muhammad Goni College of Legal and Islamic Studies, Maiduguri, Borno State, Nigeria. Hence, the null hypothesis is rejected.

value is .961 and the p-value is .007, which is less than .05 level of significance.

H₀₃: There is no significant relationship between workforce retention and organizational development in the NCE Unit at

Muhammad Goni College of Legal and Islamic Studies, Maiduguri, Borno State, Nigeria.

Table 3: Correlational Analysis on the relationship between workforce retention and organizational development.

Variables	Mean	Std. Deviation	N	r-value	P-value	Remarks
Human Resource Management	32.1702	4.37542	47	0.566	-.086	significant
Workforce Retention	29.0000	4.62507	47			

Table 3 test hypothesis that says there is no significant relationship between workforce retention and organizational development in the NCE Unit at Muhammad Goni College of Legal and Islamic Studies, Maiduguri, Borno State, Nigeria. The finding revealed that the r-value is 0.566 and the p-value is .086 which is greater than the 0.05 level of significance. This implies that there is no significant relationship between workforce retention and organizational development in the NCE Unit at Muhammad Goni College of Legal and Islamic Studies, Maiduguri, Borno State, Nigeria. Hence, the hypothesis is accepted.

DISCUSSION

The findings of the study with respect to the first hypothesis, which states that there is no significant relationship between performance appraisal and organizational development, revealed that there is a significant negative correlation between performance appraisal and organizational development in the NCE Unit at Muhammad Goni College of Legal and Islamic Studies, Maiduguri, Borno State, Nigeria. The finding is not in agreement with Onyekuelu (2020), Ezenwaka & Okoro (2020), and Okerenu (2024), who revealed a positive and significant relationship between performance appraisal and organizational development.

The findings of the study with respect to the second hypothesis, which states that there is no significant relationship between employee

engagement and organizational development in the NCE Unit at Muhammad Goni College of Legal and Islamic Studies, Maiduguri, Borno State, Nigeria. The finding indicates that there is a significant negative correlation between employee engagement and organizational. The finding was not in agreement with Gade and Haluku (2024), Rajapaksha and Tilakasiri (2020), and Dahiru (2017), who revealed a positive and significant relationship between employee engagement and organizational development.

The findings of the study with respect to the third hypothesis, which states that there is no significant relationship between workforce retention and organizational development, revealed that there is no significant relationship between workforce retention and organizational development in the NCE Unit at Muhammad Goni College of Legal and Islamic Studies, Maiduguri, Borno State, Nigeria. The finding is also not in agreement with the findings of Sang-rit and Gilitwala (2024), Wassem et al. (2019) and Fahim (2018), which revealed a positive and significant relationship between workforce retention and organizational development.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

The study concludes that a significant negative correlation exists between performance appraisal, employee engagement, and

organisational development, while there is no significant relationship between workforce retention and organisational development in the NCE Unit at Muhammad Goni College of Legal and Islamic Studies, Maiduguri, Borno State, Nigeria.

Recommendations

Based on the above findings, the following recommendations were made;

1. The management of the NCE Unit should redesign its performance appraisal system to be more transparent, fair, and development-oriented, rather than punitive, since it has been revealed to be negatively correlated with organizational development.
2. Since retention was not found to influence organizational development significantly, strategies should focus on retaining high-performing and motivated staff, rather than for its own sake.

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