



A Comparative Study on the Impact of Training and Development and Recruitment and Selection on Organizational Performance in Selected Private Universities in Osun State, Nigeria

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ABSTRACT

This study investigated a comparative study on the impact of Training and Development and Recruitment and Selection on Organizational Performance in selected Private Universities in Osun State, South West, Nigeria. The study examined the influence of recruitment and selection on organizational performance, determine the effect of training and development on organizational performance in the two selected private universities in Osun State, South West, Nigeria. Descriptive research design was adopted for the study. The study population is 100 selected academic staff members from the two selected private universities in Osun State, South West, Nigeria. The study used primary data and collected responses through a structured questionnaire. Descriptive statistics employed for data analysis were frequency counts, percentages, mean scores, and standard deviations, while the inferential statistics utilized was the simple linear regression with the aid of SPSS version 23.0. The results of the study revealed that, recruitment and selection on Organizational performance exhibited a positive relationship with Organizational performance in the two selected private universities in Osun State, South West, Nigeria ($t = 3.5611$, $p < 0.05$). Training and development on Organizational performance exhibited a positive relationship with performance in the two selected private universities in Osun State, South West, Nigeria ($t = 2.65$, $p < 0.05$). Conclusively, in considering the research findings, HRM and their impact on Organizational performance on recruitment and selection and training and development make workers to be more effective to their various jobs in the study. Recommendation training and development should be implemented to enhance the capabilities of employees.

Introduction

The assumption supporting the human resource management practice is that people are the organization's major resource and organizational performance mostly depends on the employees. Human resource management practice is the key instrument in today organizational activities and is a significant function in an organizational. Human resource management department has fundamental role for personnel training and development. To attract and maintain talented employees, human resource management practice provides employees with adequate and equitable salary, other forms of welfare, and necessary measures and recognition for fulfillment of challenging tasks. By providing training and development programs, human resource management practice strengthens and appreciates the human assets continuously. It also creates facilities and opportunities for individual or group development so as to match it with the growth of the organization. Fita (2017).

Organizational performance (OP) is an indicator which measures how well an institutions achieves their objectives ([Shafique-ur Rehman](#), [Rapiah Mohamed](#) and [Hazeline Ayoup](#), 2019) Organizational performance is concerned with product or service quality, productivity, employee attraction, employee retention, management and employee relation (Trehan and Setia, 2014). Organizational performance comprises three areas of company outcomes, namely, financial performance (return on assets, return on investment, and profits), product market performance (sales and market share), and shareholder return.

Recruitment and selection process requires management decision making and extensive planning to employ the most suitable manpower. Competition among organizations for recruiting the best potential has increased focus on innovation, and management decision making and the selectors aim to recruit only the best candidates who would suit the organizational culture and ethics specific to the institution. This would mean that the management would specifically look for potential candidates capable of team work as being a team player would be crucial in any management position while training is defined as the organized activity aimed at imparting information or instructions to get better staff performance or attain a required level of skill or knowledge to help him or her while development is defined as those activities that lead to the attainment of fresh skills or knowledge for the sole aim of personal growth and is the main important element of human resource management in an organization, Saed and Asgher (2012).

Statement of Research Problem

Human resource management practices, their impact on organizational performance, recruitment and selection and training and development have been widely researched. Result of studies, from developed countries to developing countries; have been showing that human resource management practices have significant impact on organizational performance. While these studies have contributed to the body of knowledge in understanding the recruitment and selection and training and development process to greater depths, there is no empirical research showing the comparison of the impact of human resource management practices on organizational performance on recruitment and selection and training and development of staff in Joseph Ayo Babalola University and Oduduwa University, Ipetumodu in South West, Nigeria. Any management process that fail in recruitment and selection may lead to difficulties and unwanted barriers for the organization, including unpleasant effects on its profitability and inappropriate degrees of staffing or employee skills. In additional, insufficient recruitment and selection may result into lack of labour or hindrances in management decision making, and the overall recruitment and selection process can itself be advanced and amended by complying with management theories. According to these theories, the recruitment and selection process can be largely enhanced by means of personal interviews, as well as psychological tests (Jones et al. 2006).

According to Subramaniam et al. (2011), there are significant and positive relationship between human resource management practice and organizational performance which have significant influence on training and development, they mentioned that training and development could influence organizational performance because employees' skills, knowledge and abilities can be enhanced and up to date. The effect of training and development on organizational performance would enhance the capabilities of employees in the institutions and also, investing in the improvement of the knowledge and skills of employees would allow the institutions to develop more productive and effective employees. The researcher focused on the human resource management practice and their impact on organizational performance on recruitment and selection and training and development in Joseph Ayo Babalola University and Oduduwa University, Ipetumodu in South West, Nigeria. Based on the research made by the researcher and the materials that was accessed to, adequate research has not been carried out on the comparison of the above mentioned institutions on recruitment and selection and training and development on their academic staff members. This study is an attempt of the researcher to address this gap.

Research Objective

- i. To examine the influence of recruitment and selection on organizational performance
- ii. To determine the effect of training and development on organizational performance

Research Question

- i. What influence does recruitment and selection have on organizational performance?
- ii. What are the effect of training and development on organizational performance?

Research Hypothesis

There is no significant relationship between recruitment and selection and organizational performance.

There is no significant relationship between training and development and organizational performance.

Limitation of the Study

The study focused on the comparative study of human resource management practices and their impact on organizational performance, evidence from Joseph Ayo Babalola University, Ikeji Arakeji and Oduduwa University Ipetumodu, Ile-Ife in Osun State, Southwest, Nigeria.

Significance

The study will be an eyes opener to the management on the importance of recruitment and selection and training and development of the employees of the universities under investigation in order to enhance their capabilities. The outcome of this study will make the management to invest on the improvement of the knowledge and skills of employees as this would enable them to develop more productive and effective employees.

Literature Review

Conceptual Review

Recruitment and selection

Recruitment is the process of gathering qualified applicants for available positions within an organization and deciding to employ the qualified applicants and to reject the unqualified applicants. Selection involves choosing the most suitable applicants who satisfy the requirements for a particular job Amadike (2018). The practice of selection is a decision-making activity or a psychological calculation of appropriateness (Riaz, 2015). Organizations that adopt appropriate selection processes are guaranteed to hire employees with the right skills and levels of confidence for a particular job (Trehan and Setia, 2014; Nasiri, 2017), in other words, the selection practices determine who can be hired, if properly designed, it will identify competent candidates and accurately match them to the job. The use of proper selection device will increase the probability that the right person will be chosen to fill a slot. When the best people are selected for the job, productivity increases (Boohene and Asuinura, 2011). Yılmaz and Bulut (2015) found that effective recruitment and selection processes positively affect organization performance. By studying the employee recruitment, selection retention, and performance strategies in

the Nigerian civil service, (Ntshangase and Parumasur, 2013) emphasized the importance of adopting appropriate employee recruitment and selection strategies to improve organizational performance. Other researchers suggested that a significant and positive relationship exists between recruitment/selection and organizational performance (Saifalislam, Osman, and Al-Qudah, 2014; Al Wahshihuman, 2016; Ntshangase and Parumasur, 2013). Human resource management is interested in the development of a mixed package of policies in other to manage people, recruitment and selection will be a focal point in the determination as to which workers are to benefit from such policies, Aguta and Balcioglu (2015), also added that in a time when most institutions have turned their attention towards the efficient and effective running of the organization, getting the right people to work for it should be at the top of its agenda.

Training and Development

Training and development is an important element of human resource management practices Mohammadnoor, AL-Qudah and Osman (2014). Organizational performance may benefit from training and development in several ways [Mohamed](#) and [Ayoub](#) (2019). Training is a marshaled activity that aims to impart instructions or information to improve the performance, knowledge, or skills of the trainee, while development refers to the activities that help individuals attain new knowledge or skills that are necessary for their personal growth. All-inclusive training and development programs help trainees to focus on the skills, attitudes, and knowledge that are necessary to achieve goals and to generate competitive advantages for an organization and also found that training has a significant effect on organizational performance (Saed and Asgher, 2012). AL-Qudah, Osman, Ab Halim and Al-Shatanawi (2014) argued that training and development could influence the performance of an organization because the skills, knowledge, and abilities of employees could be improved continuously. The researchers further stated that a significant relationship exists between training and development and organizational performance. Blair (2007) found that investment on training and development could produce huge benefits for an organization. The study by Saeed, Lodhi, Iqbal, Sandhu, Munir and Yaseen (2013) reported that their study provides evidence that there is a significant relationship between human resource management practice and organizational performance which can positively affect productivity, and employees and employers can receive mutual benefits from training. A significant relationship between training and development and organizational performance was also established in several studies of AL-Qudah et al. (2014).

Globally, many organizations are faced with the challenge of performance, managers are under the pressure to address the increasing competition in the global market, training and development of employee form the core components in most formation of human resource management practice. A lot of institutions now try to take a general look at accepting the initiative of learning at both individual and organizational levels as a major source of competitive advantage. They went on to say that learning has been looked upon as the only strategy which can be used to catch up with the growing changes in technology, world markets, customer expectations and competition. To make sure that employees perform satisfactorily on the job, it is mandatory to create an appropriate performance level for new employees, if possible on the first day of orientation and training. Supervisors should be well trained to set possible performance standards, Aguta and Balcioglu (2015).

Human resource is systematic process of training and development, by which individual gain apply knowledgeable insight and attitude to manage organization and work effectively. It emphasize the opportunity to apply ones knowledge and need to learn and develop by so doing knowledge is meaningless unless there is opportunity to apply it and this is achieved through exposure. Human resource management practice as a theory is a framework for the expansion of human capital within an organization through the development of both the organization and individual to achieve organizational performance, the capacities of individual depended on their access to education. It is the integrated use of training, organization and career develop effort to improve individual, group and organizational effectiveness. Human resource management practice develops the key competencies that enable individuals in organization to perform current and future job through planned learning activities. It is the organized activities arranged within an organization in order to improve performance and/or perform general development for the purpose of improving the jobs, the individual/or the organization. It includes training and development, careers development, organization development. Al-Qudah, Osman and Safizal (2014).

According to Yılmaz and Bulut (2015), in the last thirty years, change became a part of life in all the areas. All those developments and globalization affect the markets and have caused radical changes in employees' relationships. Human resource development is a frame work for helping employees develop their personal and organization skills, knowledge and abilities. Training on the other hand is an organizational efforts aimed at helping an employee to acquire basis skills required for the effective and efficient execution of the functions for which he or she is hired. That is having focuses on technical skills, supervisory skills, and relatively specific areas of accounting methods, material management and planning techniques. Okoye, and Ezejiofor, (2013) stated in his write up that manpower development is concerned with obtaining the best possible staff for an organization and got them and look after them so that they will explained that manpower development address itself to obtaining, retaining and motivating employees in the work situation-

- i) Making for an accommodation
- ii) Organization climate
- iii) Filling appropriate individual to jobs
- iv) Looking after their welfare
- v) Deterring for evaluating performance
- vi) Planning and forecasting manpower needs of the organization.

These pave the way for mental development of employees through training and development policies and programmes in order to make for better qualified employees. According to Okoye and Ezejiofor (2013) Nigerian manpower problem is not essentially an educational problems rather it lies on the inefficient utilization of human resources from the above, they further stressed that if we invest in machines, we must loss in depreciation, but if we invest in employee, we may found out that they appreciate in values as they gain experience of business. Human resources requirement should be based on task analysis that are conducted during functional allocation process and consider all factors, overload, environmental condition and reduced visibility.

Theoretical Review

To run an organization, be it big or small, requires staffing the organization with efficient personnel. Specific job skills, ability, knowledge and competence needed in the workplace are not efficiently taught in the formal education. As such, most employees need extensive training to ensure the necessary skills, knowledge, ability, and competence (SKAC) to bring out substantive contribution towards the organizational growth. For employees to be flexible and effective in their job, they need to acquire and develop knowledge and skill, and for them to believe that they are valued by the organization they work for, then they need to see valuable signs of management commitments to their training needs. Each new employee must be properly trained not only to develop technical skills, but to make them an integral part of the organization. Training and development is an aspect that must be faced by every organization, and its major aim is to improve the employees' competencies such that the organization can maximize effectiveness and efficiency of their human resources. It can be an advantage for an organization if they win the "hearts and minds" of their workers, getting them to identify with the organization (Enga, 2017).

Training is effort initiated by an organization to foster learning among its workers, and development is effort that is oriented more towards broadening an individual's skills for the future responsibility. Training and development are a continuous effort designed to improve employees' competence and organize performance as a goal to improve on the employees' capacity and performance. Human resource management practices has played a significant role in the economic development of most developed countries like Britain, America and Japan. In a developing country like Nigeria, with its endowed natural resources, one can also experience such economic success if the appropriate attention is given to the development and training of her human resources. Every aspects and activities in an organization involves people. For instance, a manager will not be successful if he has subordinates who are not well equipped with skills, knowledge, ability, and competence (SKAC) (George and Scott, 2012).

Functions of an effective human resources management.

Huds, (2010), stated that an effective human resources management involve maintaining and improving all aspects of an organization's practices that affect its employee from the day of his recruitment to the day he leaves the organization.

Hiring: Human Resource manager must devise the most efficient and cost-effective means of advertising and recruit for vacant positions in the organization. Human resource management team must devise and implement the selection procedures undertaken to choose the most suitable candidates.

Firing: The human resource manager must ensure consistency of procedure regarding dismissal. Not only must he abide by government regulation regarding the right to appeal and to compensation, he must also follow correct procedure to protect the organization prosecution for unfair dismissal.

Human resource management responsibilities

Human resource managers are in charge of many duties pertaining to their job. The duties include:

Approving [invoices](#) for payment,

Coordination of employee relations activities and programs

Employee counseling,

Regular maintenance,

Maintaining [employee benefits](#) and employment status

Performing [reconciliations](#) where necessary.

Empirical Review

The process of recruitment does not cease with application of candidature and selection of the appropriate candidates, but involves sustaining and retaining the employees that are selected, as stated by Silzer et al. (2010).

Any management process that fail in recruitment and selection may lead to difficulties and unwanted barriers for any organization, including unpleasant effects on its profitability and inappropriate degrees of staffing or employee skills (Jones et al. 2006).

Insufficient recruitment and selection may result into lack of labour or hindrances in management decision making, and the overall recruitment process can itself be advanced and amended by complying with management theories. According to these theories, the recruitment process can be largely enhanced by means of Rodgers seven point plan, Munro-Frasers five-fold grading system, personal interviews, as well as psychological tests (Jones et al. 2006).

Recruitment and selection is a dynamic and complex process that includes advertising a job opening to qualified applicants, enticing them to apply for the job, maintaining the candidate's interest throughout the process, and influencing their decisions until an offer is officially extended. This is a huge change, as in the past, organization found it very hard to reach an individual if they were not actively seeking employment, Breaugh (2013).

Anantha Bhaskar., (2004), empirically examined the training and development policy in two commercial banks, namely, State Bank of India and Jammu & Kashmir Bank Limited. The focus is on the various facets of training and development including Management's attitude towards training, training inputs, quality of training programmes and transfer of training to the job. Whereas it records that the training scenario is to a large extent satisfactory. It evaluates the opinions of the employees of two cadres of both banks: in particular that it can be made fully effective only when the training needs assessment and transfer of training to the job are considerably improved, besides bringing in finer improvements in other dimensions.

Brmely, and Newby (1984), training and development Handbook approached its, evaluation process in a more logical way. The author emphasized that while evaluating training and development, instead of just studying the reactions of the trainees, the study could be carried out in four different levels viz., i.e., reaction, learning, behaviour and results. The author's guidelines and discussions on each level of evaluation of training and development are worth mentioning.

Jane Richards (1997), management training and development the real objectives views that while embarking upon a management programme, the real objective must be to focus on the individual manager, not the position in the company. The author's discussion on training and development needs analysis i.e., about core competencies, job profiling and identification of competencies gaps-either against core competencies for individuals or against job profiles for generic roles is worth mentioning.

Glaveli and Kufidu (2005), in their paper analyzed the changes that took place in the Greek banking industry in the last years, their impact on the role of employees training and development for strategy implementation and success, using four case studies to investigate the effect of the environmental changes on these particular banks and the role of their training and development strategies in adjusting themselves to the changing industry environment.

According to Collins and Druten (2003), researchers have produced compelling evidence for the causal link between how people are managed and organizational performance. They also argued that the effectiveness of human resource practices, particularly employee training and development.



Conceptual Framework

METHODOLOGY

Introduction

This chapter described the research design used, the data gathering methods and tools; sampling and sampling procedures and the methods of data analysis.

Area of Study

This study was carried out in two private Universities in Osun State. The private Universities are: Joseph Ayo Babalola University, Ikeji Arakeji, Osun State and Oduduwa University, Ipetumodu, Osun State in Southwest Nigeria. This is not the only private Universities in the states, however, the two were selected through the Taro Yamane formula in order to meet the objective and purpose of the study.

Research Design

The research design adopted a survey and documentary analyses. The researcher used a descriptive research design, where qualitative and quantitative approach was used. In quantitative approach the researcher employed data in form of numbers collected from the respondents on human resource management Practices. Qualitative analysis was used through interviews in order to describe the organizational performance of the respondents.

Population of the study

The population for this study comprise the employees in JABU and Oduduwa Universities.

JABU	50
Oduduwa	50
Total	100

Samples and Sampling Technique

The sample for this study was one hundred (100) respondent from the two Universities under investigation. The one hundred (100) respondents was considered for the survey that was selected based on simple random sampling technique. The determination of the sample size of one hundred (100) respondents was used for the study was derived by using Taro Yamane formula (1964).

Reliability and Validity of the Research Instrument

The validity of the research instruments was confirmed through the conduct of field survey (questionnaire) which was used to seek the opinion of some group of individuals who are knowledgeable on the subject matter of the study.

Methods of Data Analysis

In order to have an in depth analysis of the study both descriptive and inferential statistics tools of analyzing was used to investigate the objective earlier set out for the study. These include, mean, mode, percentile, pie chart and Bar chart. The descriptive statistics was used to meaningfully describe and explain the research questions set out for the study while the inferential statistics used to test the hypotheses formulated for the study.

4. DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1. Introduction

This chapter includes the data collected during the course of the research work in reference to the research questions in chapter one, the analysis of the data and also its interpretation. The findings were obtained from primary source using questionnaires which were administered. The data collected from the retrieved questionnaire was presented and analyzed using Frequency tables, percentages, regression analysis test the hypothesis earlier stated in this study.

Table 4.1.1 Response Rate of Questionnaire

Responses	Column Labels			Frequency	
	Row Labels	Oduduwa	JABU		Total
Returned		47	48	95	95%
Not returned		3	2	5	5%
Grand Total		50	50	100	

TRR = 95. %

The responses of the questionnaire administered are presented in frequencies and percentages using tables. From the list of 100 sample size and 50 administered questionnaires to each of the two Universities, (95%) 95 copies of the questionnaire were returned, however about (5%) 5 copies of the questionnaire were not returned.

4.2 Data Presentation/Demographic Data

Table 4.1.2

AGE

	Frequency	Percent	Valid Percent	Cumulative Percent
15 - 20 Years	4	16.1	16.1	16.1
21 - 26 Years	4	8.4	8.4	18.2
31 - 35 Years	42	36.4	36.4	54.5
40 - 45 Years	35	31.5	31.5	86.0
46 Above	10	14.0	14.0	100.0
Total	95	100.0	100.0	

The table above shows the distribution of the respondents according to their age. A very high percentage (42) of the respondents are within the age bracket of 31 – 35, 35 were between 40 – 45, 10 were 46 Above, 4, 15 – 20 and 4, 21 – 26.

Table 4.1.3**Marital**

	Frequency	Percent	Valid Percent	Cumulative Percent
Single	28	19.6	19.6	19.6
Married	42	53.8	53.8	73.4
Divorced	11	11.2	11.2	84.6
Widow	12	15.4	15.4	100.0
Total	95	100.0	100.0	

The above distribution table shows the marital status of the respondents, 28 of the respondents are single while 42 married, 11 of the respondents are divorced and 12 were widow which means majority of the respondents are married.

Table 4.1.4**Qualification**

	Frequency	Percent	Valid Percent	Cumulative Percent
WASC/GCE	4	2.8	2.8	2.8
OND	6	4.2	4.2	7
HND/B.Sc	14	20.1	20.1	27.1
M.Sc.	40	40.6	40.6	67.1
Ph.D	31	32.2	32.9	97.9
Total	95	100.0	100.0	

The table above shows the educational attainment of the respondents who were involved in this research, 4 of the respondents only had WASC, 6 of the respondents are OND, 14 of the respondents are HND/B.SC holders while 40 of the respondents are M.SC degree holders and 31 are Ph.D holders. This means majority of the respondents are highly educated and have gotten to the pick of their carrier.

Table 4.1.5**Religion**

	Frequency	Percent	Valid Percent	Cumulative Percent
Christianity	67	64.3	64.3	64.3
Islam	6	7.7	7.7	72.0
Traditional	11	14.7	14.7	86.7
Others	9	13.3	13.3	100.0
Total	95	100.0	100.0	

The table above shows the religion category of the respondents, majority of the respondents are Christians as their population is 92, 11 of the respondents are Islam followers while 21 are Traditional worshippers. However, 19 did not specify their religion.

Table 4.1.6**Existence**

	Frequency	Percent	Valid Percent	Cumulative Percent
5 - 10 Years	50	58.8	58.8	58.8
10 -15 Years	35	41.3	41.3	100.0
15 - 20 Years	00	00	00	
Total	95	100.0	100.0	

According to the above table, the Universities existed for 5 – 10 years and 10 – 15 years.

Table 4.1.7**Experience**

	Frequency	Percent	Valid Percent	Cumulative Percent
1 - 5 Years	78	68.5	68.5	68.5
5 - 10 Years	16	25.2	25.2	93.7
10 - 15 Years	1	6.3	6.3	100.0
15 - 20 Years	00	00	00	100.0
Total	95	100.0	100.0	

The above table shows the level of experience of the respondents, a very large number (78) of the respondents only have worked with the University for just 1 – 5 years, 16 of the respondents have 5 – 10 years' experience, and none of the respondents have been with the University for more than 15 years.

Table 4.2.1 RECRUITMENT AND SELECTION

Category	Responses	Freq	%	Mean	STD
(1). There is standard recruitment procedure in this organization	Strongly agree	58	57.0	4.55	0.53
	Agree	35	41.1		
	Undecided	2	2.0		
	Disagree	00	00		
	Strongly Disagree	00	00		
(2). Due process is strictly followed whenever recruitment need arises	Strongly agree	30	38.4	4.22	0.79
	Agree	49	50.3		
	Undecided	9	6.6		
	Disagree	6	4.0		
	Strongly Disagree	1	0.7		
(3). The management of the Organization ensure that the qualified employee were usually selected during recruitment process	Strongly agree	43	40.4	4.22	0.82
	Agree	45	47.0		
	Undecided	2	9.3		

Category	Responses	Freq	%	Mean	STD
(4). The recruitment process provide adequate opportunities for all employee that want to work with the organization	Disagree	2	1.3	3.71	0.85
	Strongly Disagree	3	2.0		
	Strongly agree	9	15.2		
	Agree	50	51.0		
	Undecided	19	23.2		
(5). The organization only select people that will add value	Disagree	17	10.6	3.46	0.96
	Strongly Disagree	00	00		
	Strongly agree	13	9.9		
	Agree	42	45.7		
	Undecided	16	28.5		
	Disagree	18	11.9		
	Strongly Disagree	6	4.0		

Table 4.21 shows the responses of the respondents on standard recruitment, According to the responses, 58 strongly agree 35 agree, 2 undecided that there is standard recruitment procedure in this organization.

However, 54 strongly agree, 73 agree, 9 undecided, 6 disagree, 1 strongly disagree that due process is strictly followed whenever recruitment need arises. Furthermore, 57 strongly agree, 68 agree, 12 undecided, 2 disagree, 3 strongly disagree that the management of the Organization ensure that the qualified employee were usually selected during recruitment process. Moreover, 19 strongly agree, 74 agree, 33 undecided, 16 disagree that the recruitment process provide adequate opportunities for all employee that want to work with the organization. Furthermore, 13 strongly disagree, 66 agree, 41 undecided, 18 disagree, 6 strongly disagree that The organization only select people that will add value.

Category	Responses	Freq	%	Mean	STD
(6). Recruitment and selection promote employee commitment	Strongly agree	35	40.4	4.30	0.68
	Agree	51	51.0		
	Undecided	7	6.6		
	Disagree	2	2.0		
	Strongly Disagree	00	00		
(7). Recruitment and selection are based on merit	Strongly agree	22	16.6	3.36	1.06
	Agree	21	28.5		
	Undecided	23	32.5		
	Disagree	25	19.9		
	Strongly Disagree	4	2.6		
	Strongly agree	29	37.7		
(8). The organization allowed employee to develop their own career.	Agree	46	47.7	4.16	0.85
	Undecided	10	7.3		
	Disagree	10	7.3		

	Strongly Disagree	00			
(9). The employees are put in right place	Strongly agree	7	8.6	3.16	1.00
	Agree	33	30.5		
	Undecided	24	33.1		
	Disagree	26	24.5		
	Strongly Disagree	5	3.3		
(10). Recruitment and selection ensure high rate of performance which in return leads to organizational growth	Strongly agree	15	19.9	3.75	0.94
	Agree	50	48.3		
	Undecided	17	19.9		
	Disagree	11	10.6		
	Strongly Disagree	2	1.3		

Table 4.2.2 shows the responses of the respondents on recruitment and selection promote employee commitment. According to the responses, 58 strongly agree, 75 agree, 9 undecided, 2 disagree that recruitment and selection promote employee commitment. Moreover, 22 strongly agree, 41 agree, 47 undecided, 29 disagree, 4 strongly disagree that recruitment and selection are based on merit. Furthermore, 53 strongly agree, 70 agree, 10 undecided, 10 disagree that the organization allowed employee to develop their own career. However, 11 strongly agree, 43 agree, 48 undecided, 36 disagree, 5 strongly disagree that the employees are put in right place. Furthermore, 27 strongly agree, 70 agree, 29 undecided, 15 disagree, 2 strongly disagree that recruitment and selection ensure high rate of performance which in return leads to organizational growth.

Category	Responses	Freq	%	Mean	STD
(11). Recruitment and selection has adverse effect on employee productivity.	Strongly agree	8	9.9	3.49	0.88
	Agree	40	43.7		
	Undecided	28	33.1		
	Disagree	17	11.9		
	Strongly Disagree	2	1.3		
(12). Recruitment and selection has adverse effect on employee productivity	Strongly agree	13	9.9	3.35	0.91
	Agree	22	33.1		
	Undecided	40	42.4		
	Disagree	14	11.9		
(13). Recruitment and selection of employees process are very transparent	Strongly Disagree	4	2.6	3.32	0.97
	Strongly agree	13	11.3		
	Agree	24	33.1		
	Undecided	25	33.8		
	Disagree	31	20.5		
	Strongly Disagree	2	1.3		
	Strongly agree	12	10.6		
	Agree	25	33.8		

Category	Responses	Freq	%	Mean	STD
(14). Effective recruitment and selection of employees promote the image and give the university the competitive advantage over others	Undecided	31	35.8	3.31	1.02
	Disagree	19	14.6		
	Strongly Disagree	8	5.3		
	Strongly agree	12	21.2		
(15). Adequate recruitment and selection improved the standard learning in the University.	Agree	20	29.8	3.03	1.05
	Undecided	46	34.4		
	Disagree	9	6.0		
	Strongly Disagree	8	8.6		

Table 4.2.3 shows that 12 respondents agree that recruitment and selection have adverse effects on employee productivity, 63 strongly agree, 48 undecided, 18 respondents disagree and 2 respondents strongly disagree.

However, 13 strongly agree, 46 agree, 62 undecided, 18 disagree, 4 strongly disagree that recruitment and selection has adverse effect on employees' productivity. Furthermore, 13 strongly agree, 48 agree, 49 undecided, 31 disagree, 2 strongly disagree that recruitment and selection of employees process are very transparent. Moreover, 12 strongly agree, 49 agree, 51 undecided, 20 disagree, 8 strongly disagree that Effective recruitment and selection of employees promote the image and give the university the competitive advantage over others. Lastly, 36 strongly agree, 43 agree, 50 undecided, 9 disagree, 13 strongly disagree that adequate recruitment and selection improved the standard learning in the university

Table 4.2.2 TRAINING AND DEVELOPMENT

Category	Responses	Freq	%	Mean	STD
(16). There is adequate training and development programme for staff of the organization	Strongly agree	24	40.4	4.30	0.68
	Agree	41	51.0		
	Undecided	19	6.6		
	Disagree	11	2.0		
	Strongly Disagree	00	00		
	Strongly agree	22	16.6		
(17). Training and development promote employee commitment.	Agree	41	28.5	3.36	1.06
	Undecided	23	32.5		
	Disagree	29	19.9		
	Strongly Disagree	4	2.6		
	Strongly agree	53	37.7		
(18). Training and development make employees to be effective in their day to day activities	Agree	70	47.7	4.16	0.85
	Undecided	10	7.3		
	Disagree	10	7.3		
	Strongly Disagree	00			
(19). The organization allowed employee to develop their own career.	Strongly agree	11	8.6		
	Agree	43	30.5		

(20). Training and development improve the employees's effectiveness and efficiency in the organization	Undecided	48	33.1	3.16	1.00
	Disagree	36	24.5		
	Strongly Disagree	5	3.3		
	Strongly agree	27	19.9	3.75	0.94
	Agree	70	48.3		
	Undecided	29	19.9		
	Disagree	15	10.6		
	Strongly Disagree	2	1.3		

Table 4.2.2 shows the responses of the respondents on training and development. According to the responses, 58 strongly agree, 75 agree, 9 undecided, 2 disagree that there is adequate training and development programme for staff of the organization. Moreover, 22 strongly agree, 41 agree, 47 undecided, 29 disagree, 4 strongly disagree that Training and development promote employee commitment. Furthermore, 53 strongly agree, 70 agree, 10 undecided, 10 disagree that Training and development make employees to be effective in their day to day activities. However, 11 strongly agree, 43 agree, 48 undecided, 36 disagree, 5 strongly disagree that The organization allowed employee to develop their own career. Furthermore, 27 strongly agree, 70 agree, 29 undecided, 15 disagree, 2 strongly disagree that Training and development improve the employee's effectiveness and efficiency in the organization.

4.2. Responses on Recruitment and Selection and Training and Development

Table 4.2.1: Descriptive Summary

	Recruitment and Selection	Training and Development
Mean	38.89333	38.63333
Median	39.00000	39.00000
Maximum	49.00000	49.00000
Minimum	26.00000	26.00000
Std. Dev.	5.067526	5.203789
Skewness	-0.428014	-0.396596
Kurtosis	2.865284	2.726899
Jarque-Bera	4.693317	4.398357
Probability	0.095688	0.110894
Sum	5834.000	5795.000
Sum Sq. Dev.	3826.293	4034.833
Observations	93	93

Source: Field survey, 2023

The average value for recruitment and selection, training and development, were 38.89 and 38.63, respectively, and with a deviation of 5.06 and 5.20.

4.3 TEST OF HYPOTHESIS

Table 4.3.1: Regression Analysis (ODUDUWA UNIVERSITY)

Dependent Variable: Organizational Performance

Variable	Coefficient	T Statistics	P value
C	52.48853	3.10823	0.0545
Recruitment and Selection	0.635777	3.56110	0.0010
Training and Development	0.854516	2.65321	0.0308
R-squared	0.743398	Prob (F-statistic)	0.14399
Adjusted R-squared	0.72056	Durbin-Watson stat	0.01563
F-statistic	7.62104		

Source: Field survey, 2023

Hypothesis One: There is no significant relationship between recruitment and selection and organizational performance.

The table above revealed the contributions of recruitment and selection on organizational performance, recruitment and selection exhibited a positive and significant relationship with Organizational performance at 5% level of significance, and with a coefficient of 0.64, t statistics of 2.4166 and probability value of 0.004. Based on the statistical results, the relationship between workforce forecast and business performance is significant at 0.05 ($P \leq 0.1$).

Decision: Since the significance level of the model is less than 0.01, the null hypothesis should be rejected. Hence, it indicates that a unit increase in recruitment and selection at the Oduduwa University will lead to a significant increase of about 0.64 per cent in their performance.

Hypothesis Two: There is no significant relationship between training and development and organizational performance.

The table above revealed the contributions of training and development on organizational performance, training and development exhibited a positive and significant relationship with performance at 5% level of significance, and with a coefficient of 0.86, t statistics of 2.8229 and probability value of 0.004. Based on the statistical results, the relationship between training and development and performance is significant at 0.05 ($P \leq 0.1$).

Decision: Since the significance level of the model is less than 0.01, the null hypothesis should be rejected. Hence, it indicates that a unit increase in training and development at Oduduwa University will lead to a significant increase of about 0.86 per cent in their performance.

In conclusion, the model summary above revealed that the overall significance of the model is good with F-value of 7.627, from the results, the model in this table is statistically significant and hence the null hypothesis should be rejected. In terms of coefficient of variation, 71 per cent of variation in Organizational performance is well accounted for by recruitment and selection, training and development evident by the adjusted R-Square.

Regression Analysis: JABU**Dependent Variable: Organizational Performance**

Variable	Coefficient	T Statistics	P value
C	47.5311	3.10823	0.0005
Recruitment and Selection	0.31423	3.56110	0.1120
Training and Development	0.87554	2.65321	0.0008
R-squared	0.64008	Prob (F-statistic)	0.1122
Adjusted R-squared	0.91126	Durbin-Watson stat	0.91233
F-statistic	7.10024		

Source: Field survey, 2023

Hypothesis One: There is no significant relationship between recruitment and selection and organizational performance.

The table above revealed the contributions of recruitment and selection on Organizational performance exhibited a positive and significant relationship with Organizational performance at 5% level of significance, and with a coefficient of 0.31, t statistics of 3.5611 and probability value of 0.112. Based on the statistical results, the relationship between workforce forecast and business performance is significant at 0.05 ($P \leq 0.1$).

Decision: Since the significance level of the model is less than 0.01, the null hypothesis should be accepted. Hence, it indicates that a unit increase in recruitment and selection at JABU will lead to an insignificant increase of about 0.31 per cent in their performance.

Hypothesis Two: There is no significant relationship between training and development and organizational performance

The table above revealed the contributions of training and development on organizational performance, training and development exhibited a positive and significant relationship with performance at 5% level of significance, and with a coefficient of 0.875, t statistics of 2.65 and probability value of 0.0008. Based on the statistical results, the relationship between training and development and performance is significant at 0.05 ($P \leq 0.1$).

Decision: Since the significance level of the model is less than 0.01, the null hypothesis should be rejected. Hence, it indicates that a unit increase in training and development at JABU will lead to a significant increase of about 0.87 per cent in their performance.

In conclusion, the model summary above revealed that the overall significance of the model is good with F-value of 7.100, from the results, the model in this table is statistically significant and hence the null hypothesis should be rejected. In terms of coefficient of variation, 64 per cent of variation in Organizational performance is well accounted for by recruitment and selection, training and development evident by the adjusted R-Square.

5.1 Summary

The paper examines a comparative study of the impact of human resource management practice on organizational performance in private universities in Osun State, Southwest Nigeria. The findings shows that from the list of 100 sample size and 50 administered questionnaires to each of the two Universities, (95 %) 95 copies of the questionnaire were returned, however about (5 %) 5 were not returned. 28 of the respondents are single while 42 married, 16 of the respondents are divorced and 11 were widow which means majority of the respondents are married, majority of the respondents are highly educated and have gotten to the pick of their career also most of the respondents are Christians as their population is 67, 6 of the respondents are Islam followers while 11 are traditional worshippers.

A very large number (78) of the respondents only have worked with the University for just 1 – 5 years, 16 of the respondents have 5 – 10 years' experience, and none of the respondents have been with the University for more than 15 years. According to the responses, 82 strongly agree 59 agree, 2 undecided that there is standard recruitment procedure in this organization.

However, 54 strongly agree, 73 agree, 9 undecided, 6 disagree, 1 strongly disagree that due process is strictly followed whenever recruitment need arises. Furthermore, 57 strongly agree, 68 agree, 12 undecided, 2 disagree, 3 strongly disagree that the management of the organization ensure that the qualified employee were usually selected during recruitment process. Moreover, 19 strongly agree, 74 agree, 33 undecided, 16 disagree that the recruitment process provide adequate opportunities for all employee that want to work with the organization. Furthermore, 13 strongly disagree, 66 agree, 41 undecided, 18 disagree, 6 strongly disagree that the organization only select people that will add value to the organization.

Furthermore, 53 strongly agree, 70 agree, 10 undecided, 10 disagree that the organization allowed employee to develop their own career. However, 11 strongly agree, 43 agree, 48 undecided, 36 disagree, 5 strongly disagree that the employees are put in right place. Furthermore, 27 strongly agree, 70 agree, 29 undecided, 15 disagree, 2 strongly disagree that recruitment and selection ensure high rate of performance which in return leads to organizational growth.

However, 13 strongly agree, 46 agree, 62 undecided, 18 disagree, 4 strongly disagree that recruitment and selection has adverse effect on employees' productivity. Furthermore, 13 strongly agree, 48 agree, 49 undecided, 31 disagree, 2 strongly disagree that recruitment and selection of employees process are very transparent. Moreover, 12 strongly agree, 49 agree, 51 undecided, 20 disagree, 8 strongly disagree that effective recruitment and selection of employees promote the image and give the university the competitive advantage over others. Lastly, 36 strongly agree, 43 agree, 50 undecided, 9 disagree, 13 strongly disagree that adequate recruitment and selection improved the standard learning in the university

Moreover, 22 strongly agree, 41 agree, 47 undecided, 29 disagree, 4 strongly disagree that training and development promote employee commitment. Furthermore, 53 strongly agree, 70 agree, 10 undecided, 10 disagree that training and development make employees to be effective in their day to day activities. However, 11 strongly agree, 43 agree, 48 undecided, 36 disagree, 5 strongly disagree that the organization allowed employee to develop their own career. Furthermore, 27 strongly agree, 70 agree, 29 undecided, 15 disagree, 2 strongly disagree that Training and development improve the employee's effectiveness and efficiency in the organization.

The comparative analysis shows that a unit increase in recruitment and selection at the Oduduwa University will lead to a significant increase of about 0.64 per cent in their performance and a unit increase in recruitment and selection at JABU will lead to an insignificant increase of about 0.31 per cent in their performance. However, unit increase in training and development at Oduduwa University will lead to a significant increase of about 0.86 per cent in their performance and unit increase in training and development at JABU will lead to a significant increase of about 0.87 per cent in their performance.

Conclusion

Considering all that has been discussed, the review of related literature and research findings obtained in this study has been established beyond every reasonable doubt that human resource management practices and their impact on organizational performance on recruitment and selection and training and development make workers to be more effective to their various jobs. Though the analysis of the subject matter centers on private institution, the need for the study is in recognition of the fact that in all aspects of human endeavours, either private or public institutions, it is no longer necessary to lay undue emphasis on what effective recruitment and selection of competent employees and training and development can do to any organization that imbibes the practice.

Recommendations

As a result of the various finding emanating from the study, the following recommendations which the research work is hereby suggested:

1. The management having seen human resource exercise as a vital aspect in organization, should be encourages to finance it, seeing that the organization is one that makes use of highly trained personnel, lack of funds as a problem should not be allowed to hinder effective implementations development.
2. Organizations ought to inculcate the habit of attending seminars, and conference. These are avenues where new skills are developed and discovered. It not only helps to train and develop the worker but also offers powerful labour force that help to the organizational growth in profitability.
3. Human resources training and development should be adopted in our institutions concern in a big way because these employees even when they are right people at the job need to be updated and modifies considering our dynamic environment.
4. Training and development program should be implemented to enhance the capabilities of employees and those of the Universities under review.

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S/N	Questionnaire	SA	A	UN	D	SD
1	The management of the University takes training and development very serious					
2	Training and development promote employee commitment					
3	Training and development make employees to be effective in their day to day activities					
4	The organization allowed employee to develop their own career.					
5	Training and development improve the employees' effectiveness and efficiency in the organization					
6	There is adequate training and development programme for staff of the organization					
7	Training and development increase the productivity of employees					
8	Adequate training and development ensure high rate of performance which in return leads to organizational growth					
9	Inadequate training and development has adverse effect on employee productivity					
10	Adequate training and development contribute to the realization of university aim and objectives					
11	Training and development increase the standard of teaching and learning in the university					
12	Training and development help the university to meet up with the NUC benchmark					
13	Training and development contribute greatly to the academic performance of students					
14	Training and development has ensured the cordial relationship between staff and students of the university					
15	Training and development of employees promote the image and give the university the competitive advantage over others					