

The Effect of Human Resource Management Policies and Practices on Organizational Performance in Selected Tertiary Health Institutions Cross River State, Nigeria

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Abstract

This study examined the effect of recruitment and selection, training and development policies and practices on tertiary health institutions performance. The study became necessary due to the perceived poor implementation of human resource management policies and practices in tertiary health institutions. Specifically, the study was designed to examine the effect of recruitment and selection practices, training and development on University of Calabar Teaching Hospital's performance. Literature review was based on the selected variables for the study. Two research questions and hypotheses were formulated to guide the study. Taro-Yamane's (1967) estimation equation was adopted to determine sample size for the study. Questionnaire survey was used as instrument for data collection while descriptive statistics was used to determine their frequencies, percentages, means and standard deviations. Also, simple linear regression model was adopted for data analysis and test of hypotheses at 0.05 significant levels using Statistical Package for Social Science (SPSS) version 20. The result of the analysis revealed statistical significant relationship between the three studied variables and tertiary health institutions performance. Based on the above findings, it was concluded that, the quality of employee hired, type of training and motivation given determine performance in tertiary health institutions. Sequel to the above, it was recommended among others that regular and relevant training programmes such as information and communication technology, overseas job related seminars, conferences on current health management issues etc. for both medical and non medical personnel be carried out in order to put employees' at par with their counterparts on global best practices, provide adequate working facilities, ensure regular payments of salaries, arrears, overtime, good hazard / call duty allowance and regular staff promotion that would make workers' carry out their duties effectively towards efficiency and growth of tertiary health institutions in Cross River State

Keywords: Human Resource, Management, Policies, Practices and Organisational Performance

INTRODUCTION

Recently, global attention has been focused on health sector performance as well as policies that will enhance the effective and efficient management of its human resources which is a combination of various medical and non-medical personnel in charge of both public and individual healthcare services. World Health Organisation (2003), defines human resources for health as those who promote and preserve the health sector and are vested with the responsibility of diagnosing, supervising and treatment of patients living with terminal diseases. To this extent, for healthcare organisations' be it public or private to be efficient, successful, and increase patients satisfaction, human resource management must be given serious attention as well as sound policies that would promote organisational efficiency and growth at all levels. The effect of these policies and practices on tertiary health institutions performance in terms of recruitment and selection, training and development has formed the background of this study. Since healthcare organisations are labour intensive, good recruitment and selection practices are inevitable

Recruitment and selection practices entail two similar processes. Braton and Gold (2007) define recruitment as

“the process of generating a pool of capable people to apply for employment in an organization”, while selection

“as the process by which specific instruments are employed to choose the most qualified applicants for employment

considering the legal requirements”. Based on the above, the researcher therefore concludes that, recruitment provides organisation with the best and qualified applicants, while selection is made to fill employment opportunities.

Recruitment and selection as cited in Fajana, Owoyemi, Elegbed & Ggajumor-Sheriff (2011) are major HRM functions as they emphasizes all organisational practices and decisions. Therefore, recruitment and selection require good HRM strategy that must be compatible with business strategies. Spenser (2004) notes that wrong recruitment and selection can be expensive and cost implicative to organization, while effective one can contribute to a reduction in turnover and promote efficiency. Mohamed (2008) observes that recruitment and selection especially, graduates as a very tasking job since there is availability of several graduates. He posits that it requires a strong good recruitment policy to select the best for an organization. According to him, it requires a

specialized human resource manager or designated specialists to carry out a successful recruitment and selection for an organization.

Mullins (2010) agrees that recruitment and selection plays a vital role in attaining organisation's effectiveness. Organisations must demonstrate a good process and make sure that, all recruitment activities contribute to the organisational goal. From point of observation, many organisations are facing low productivity or performance due to poor recruitment and selection strategy.

Take the (Nigeria) tertiary health institutions for instance, recruitment and selection of employees is observed be carried out on "man-know-man" basis which is against both the "best-fit" and "best practice" theories of HRM. Employment is done based on recommendations, without considering that such strategic organisations need well qualified human resources to effectively deliver quality health care services to the masses. Recruiting and selecting through recommendation can have serious effect on the quality of healthcare personnel in the tertiary health institutions. This can also lead to the production of unqualified nurses and doctors attending to sick people, thereby resulting to complications and increase in death rate.

For organization to attain high performance, (Jones, Shultz & Chapman, 2006) notes that, successful recruitment techniques that involve clearer job analysis, labour market conditions, interview, and psychometric test is required in order to find out the potentialities of job seekers. They also agreed that insufficient recruitment may result to shortage in manpower and submit that overall recruitment process can be enhanced through grading system, personal interviews, as well as psychological tests. However, Price (2007) ascertains that a well strategized recruitment and selection processes will result into appointment of the most suitable workforce for an organization. He reiterates that "this will give an organization a competitive advantage over others".

According to Mustapha, Ilesanmi and Aremu (2013), there is a significant relationship between merit based recruitment and selection and organisational performance. They concluded by saying that *carless recruitment and selection strategy could lead to wrong selection of applicants*. These findings are reflection in the attendant realities of our society. This is the reason why the private sector performs better than the public sector because the private sector would always ensure a well planned recruitment and selection processes are followed. The private sector goes for the best brain, not paper qualifications. While the public sector is grossly misappropriated as employment is from recommendation letter or paper qualifications.

Training and development

Training programmes are the meant to assist employees acquire relevant skills, knowledge, and abilities. It's also help employees' become knowledgeable, effective, and efficient in handling job related problems in the organisation and the outright implementation of these programmes makes employees' more valuable and useful. According to Armstrong (2009), training is defined as the systematic development of knowledge, skills and attitudes required by an individual to perform adequately a given task or job to improve organisational performance.

Inyang and Akpama (2005) identify training methods to include: on-the job training, vestibule training, class room training (conventional methods), conference, programmed instruction, and apprentice training. The researcher also identifies some training methods to include: internship training, computer training and workshop/seminar.

On-the job training: This is where experienced employee or special instructor gives instructions to new employees within the scope of their job in the office/organization.

Vestibule: This is where new employees are trained for specific jobs on special machines or equipments in different locations in order to have pre- knowledge of the functions of such equipment/machine before time.

Class room: This involves the giving of instructions to a group of workers /students for general problem solving purposes.

Conference: This involves organizing of a small group meeting to enable trainees participate and the trainer knows in advance what knowledge and information he seeks from participants.

Programmed Instruction: This involves the use of teaching machines, programmed books or filmstrips that the individual learner can control

Apprentice training: This is where trainees are assigned to experienced tradesmen under standard agreement to acknowledge/skills for a period of time.

Computer training: This is the use of electrical electronic devices to ensure work is done faster within the shortest/limited time.

Internship training: This involves the acquisition of practical knowledge by participants(Law students, Medical students, Laboratory scientists etc) that would qualify them in their various professions having acquired the theoretical knowledge.

Training and development has been proved to be medium for enhancing the ability of the workforce in order to achieve organisational objectives. Good training and development programmes thus result in achieving the essential goals of organization. According to Thang, Quang, and Buyans (2010), there is inadequate training

and development of employees in most tertiary health institutions. Thang et al (2010) asserts that some visionary employees develop themselves secretly by attending external courses relevant for their jobs against management policy and sometimes they are not upgraded having acquired new/higher skills necessary for the job rather they suffer termination of appointment.

Despite the high level of awareness in organisations that investment in training increases organisational performance in terms of productivity and minimize conflict, some organisations do not embark on employee training and development which results to poor performance. Training helps developing employees' that were not recruited on merit or hired through wrong processes. Training has however in Mclinden and Casper, (2004) been criticized as waste, or too costly and there is doubt of linking training with organisational performance. The knowledge and skills employees' get from training have become relevant in the use of modern equipments, products and systems. Today, many organisations invest in training because they believe that higher performance depends on the quality, skills, ability, knowledge and competence of employees

Olufemi (2009) observe that training and development of university staff has significantly increased their job performance, and consequently organisational performance. In the same vein, Akintayo (2012), notes that employee training and development relates to performance. As noted earlier in the literature, effective training and development can substantially correct poor recruitment system that introduces unqualified workforce into an organization. Even though scholars like (Mclinden 2004 & Wright, and Geroy 2001) have criticized effectiveness of training and development on organisational performance, the bulk of literature has agreed that training and development of employees add value to their performances, hence increase organisational performance. Personal observation has also shown that continuous training and development of individual gives rise to a renewed mind and introduces one to new technologies or discoveries that may add value to organisational performance.

Statement of the problem

Observationally, many tertiary health institutions in Nigeria fail to recognize or capture the role of human resource managers in corporate strategy and decision making process, hence the failure in the implementation of human resource management policies.

This study became necessary due to perceived negligence and poor implementation of HRM policies which might have been responsible for incessant strikes, inexperienced medical personnel, high mortality rate, inadequate employee compensation, irregular payments of salaries/allowances, frequent patients transfer to private hospitals, frequent migration of medical professionals to overseas for better working conditions. All the above affect the quality of services offered by tertiary health institutions. Tertiary health institutions are faced with these issues because the core policies and practices of HRM are not adequately followed and have been neglected by top management. Responsibilities are not given to professionals in most healthcare organisations, hence the failure in the implementation of these policies.

Also, human resource management functions like employee welfare and incentives are being neglected by management and this negligence actually affects organisations' performance. Medical professionals neglects their primary duty of saving lives to attend to their personal businesses, some doctors and nurses do not have passion for their job, conflict between the clinical and non clinical staff due to poor HRM practices. These and other factors might have seriously affected the performance of healthcare organisations Nigeria. This is why most times some Nigerians have resolved to patronizing private hospitals and even travel to oversea despite their exorbitant charges. Tertiary healthcare institutions are therefore seeking better ways of how to manage and use their human resources to achieve organizational efficiency.

Research questions

The research questions to guide this study include:

1. To what extent do recruitment and selection policies and practices affect performance in UCTH and CHTC in Cross River State?
2. To what extent do employee training and development policies and practices affect performance in UCTH and CHTC?
3. To what extent do employee motivation policies and practices affect performance in UCTH and CHTC?

Research hypotheses

The following null hypotheses were formulated to guide the investigation:

- H₀₁: Recruitment and selection policies and practices do not significantly affect patient satisfaction in UCTH and CHTC.
- H₀₂: Training and development policies and practices do not significantly affect the efficiency of UCTH and CHTC.
- H₀₃: Employee motivation policies and practices do not significantly affect the quality of service delivery of

UCTH and CHTC.

Methodology

The descriptive survey was used for the study because the study was meant to explore the nature of a situation as it exists at the time of investigation, and a study population of 3,469 including staff of the Universities of Calabar Teaching Hospital, which stood at 3,251 comprising both consultants, interns, senior and junior staff and College of Health technology, which stood at 218 comprising both academic and non academic staff. Taro-Yamane's (1967) estimation equation was applied to arrive at acceptable sample size of 400 respondents for the study. Since the population of UCTH was higher than the population of CHTC, a proportional means (dividing the upper population by the lower population) was used to determine an equal percentage of institution representation. The researcher combined exploratory interview and carefully structured self-rating questionnaire to obtain data for the investigation.

A 25-item structured questionnaire instrument was for the collection of data. Each of the variables comprises items that were used to rate staffs' level of agreement. To know the rate at which the responses from the instrument assess HRM policies and practices on performance of UCTH and CHTC, two procedures were used: face validation which refers to the outward appearance of SUCTHACHTC to know whether it looks like a valid measuring instrument for the research. This was done to prove if the instrument would be appropriate for data collection. Secondly, content validity was used to know the rate to which SUCTHACHTC actually measured HRM policies and practices on performance of UCTH and CHTC as it was meant.

To prove the reliability of the research instrument, 30 copies of the self rating instrument was pilot-tested to the staff, School of Nursing Calabar who were not part of the study sample. This was done with the assistance of some experts in measurement, research and statistics of the University of Calabar. The reliability was estimated using the test re-tests reliability method and interval of two weeks was given for the first and second administrations. Both scores were then correlated using the Pearson-Product Moment Correlation to determine the co-efficient of stability of their response to the questionnaire. A reliability index of 0.05 to 1 was generally accepted as a high correlation coefficient. The data collected were subjected to descriptive statistics to determine their frequencies, percentages, mean (\bar{X}) and standard deviation (SD). Hypothesis by hypothesis data analysis was carried out and each was tested at 0.05 level of significance. The simple linear regression analysis was adopted for data analysis because the study was designed to investigate the effect of relationship between one dependent variable (organisational performance) on three independent variables (Training and Development, Recruitment and Selection and Employee Motivation).

Result of the findings

In this section, each of the hypotheses was re-stated in the null and alternate forms using simple linear regression analysis at 0.05 level of significance. The Statistical Package for Social Science (SPSS) version 20 was used to analyze data.

Decision rule:

- (i) Accept H_0 and reject H_1 when calculated F-ratio (F_{cal}) is less than critical F-value (F_{crit}).
- (ii) Reject H_0 and accept H_1 when F_{cal} is greater than F_{crit} .

Hypothesis One:

H_0 : Recruitment and selection policies and practices do not significantly affect the effectiveness of UCTH and CHTC

H_1 : Recruitment and selection policies and practices significantly affect performance of UCTH and CHTC

Independent variable	-	Recruitment and selection
Dependent variable	-	Organisational performance
Statistical tool	-	Simple linear regression

TABLE 1: Summary of regression analysis for the effect of recruitment and selection policy on organizational performance

Sources of variation	Sum of squares	DF	MS	F	Sig.
Regression (x)	91.86	1	91.86	140.47	.000
Residual (y)	257.00	393	.65		
Total	348.86	394			

Variable	coefficient	standard error	t-value	Sig
Recruitment and selection	.49	.95	9.95	.000
Org. Performance	9.43			

*P< .05 ie. *significant @.05 Critical F=140.47 df=393

Table 1 above, revealed that the sources of variation for regression (x) sum of squares is 91.86 while for residual (y) sum of squares is 257.00. Their degrees of freedom is 1 and 393 with a mean sum of 91.86 and .65 respectively. The F value was found to be 140.47. The un-standardized regression constant is .49 while for organizational effectiveness is 9.43. The t-value for the predictor and criterion variable is 9.95 at .05 while the sig. value is .000 which is less than the chosen alpha. This implies that the null hypothesis that states “Recruitment and selection strategies do not significantly affect the effectiveness of UCTH and CHTC” was rejected. Therefore, the alternate hypothesis was accepted. This result implies that, recruitment and selection policy in terms of hiring right people and current technological equipments such as scanning machines (x-ray) laboratory machines (microscope, semen analyzer, autoclave, haematocrit centrifuge, incubator and other diagnosing machines) significantly affect organizational effectiveness. Therefore, the effectiveness of UCTH and CHTC was measured in terms of the ability to hire and employ quality, experienced, knowledgeable, skillful healthcare staff, develop them, and provide effective leadership a crossed board in their respective institutions.

Hypothesis Two:

H₀: Training and development policies and practices do not significantly affect performance of UCTH and CHTC.

H₁: Training and development significantly affect the efficiency of UCTH and CHTC.

- Independent variable - Training and development
- Dependent variable - Organisational performance
- Statistical tool - Simple linear regression model

TABLE 2: Testing the significance of regression analysis for the effect of training and development on organizational efficiency

Sources of variation	Sum of squares	DF	MS	F	Sig.
Regression (x)	263.84	1	263.84	458.03	.000
Residual (y)	226.38	393	.58		
Total	490.22	394			

Variables	Coefficient	Standard error	t-value	Sig
Training & development	.78	.84	2.95	.003
Org. performance	2.48			

*P< .05 ie. *significant @.05 Critical F= 458.03 df=393

Table 2 indicates that training and development positively relate to organizational efficiency. It can be seen that the sum of squared derivation for training and development is 263.84 (for regression) while for the residual (y) is 226.38. The degrees of freedom is 1 and 393 with a mean Sum of 263.84 and .58 respectively. The F calculated value was found to be 458.03. Similarly, the un-standardized regression slope (constant) is 2.45 while the regression coefficient is .84. Transformation of Beta (β) generates t-value of 2.95 with a critical t-value (sig. value) of .003. Since the significant value of .003 is less than the chosen alpha .05 level of significance, the null hypothesis which states that “training and development do not significantly affect the efficiency of UCTH and CHTC” was ignored and the alternate hypothesis was accepted meaning training and development positively relate to efficiency in terms of provision of adequate and preventive system that ensures error free medical services that would guarantee patients safety and satisfaction through accurate laboratory experiments, effective clinical examinations, prompt and timely care to critically ill patient without waiting in emergency rooms or

doctors' offices, ability to offer quality treatment, personalized services as well as physical and emotional support to all patients irrespective of their status all these services depended on the quality of training given to healthcare workers in these institutions.

Discussion of findings

The result of the hypothesis one indicates a significant relationship between recruitment and selection and organisational performance. This implies that when the right staff are recruited and selected into an organisation, it would certainly impact organisational performance. The findings of the test of this hypothesis is in agreement with the study of Mustapha, Ilesanmi and Aremu (2013) that effective recruitment and selection are keys to organisational performance and that, a well planned recruitment and selection policy contributes to organisational performance. They concluded by noting that poor recruitment and selection policy can lead to wrong selection of applicants

Also, the reported evidence for U.S in Koch and McGrath (1996) revealed that, recruitment and selection /organisational performance are positively related as features of human resource management systems. However the present study contradicts the findings of Spenser (2004) who noted that recruiting and selecting the wrong candidates can have extensive negative cost implication, while effective processes can contribute to a reduction in turnover and therefore increase performance.

Analysis of the second hypothesis shows that training and development has a significant relationship with organisational efficiency. This means that when employees are given sufficient and relevant training, it will not only get them developed but make them efficient at work and render quality service that would increase organisational performance. The finding is in consonant with Olufemi (2009) who observed that training and development of university staff has significantly increased their job performance, and consequently organisational performance.

The result also shows that continuous training and development of individual gives rise to a renewed mind and introduces one to new technologies or discoveries that could add value to organisational performance. Despite the findings of the present study, it was observed that employee training without adequate reward system to encourage performance can hinder organizational effectiveness and efficiency for lack of adequate reward system can lead to high employee turnover in an organisation.

However, Thang, Quang, and Buyans (2010) observe that there is inadequate training and development of employees in most tertiary health institutions. Igbenegbu and Popoola (2011) in their study observed that medical records officials of UCTH in Nigeria, encounter challenges like inadequate training and development opportunity, lack of adequate storage facilities, poor remuneration etc emanating from poor HRM policies and practices.

Conclusion

Recruitment and selection policies, training and development, and employee motivation all have statistical significance effect on the selected tertiary health institutions performance meaning when unqualified, inexperienced or wrong medical personnel are hired or employed, when regular and adequate training is not given to employees' and when healthcare workers' are not sufficiently motivated in terms of prompt payment of salaries, hazard allowance, overtime/call duty, adequate working facilities, conducive/secure working, it would negatively affect the effectiveness, efficiency, and quality of service delivery or performance in health institutions. But when management hires the right personnel, provide adequate training and ensures adequate implementation of the above listed incentives, it would increase efficiency, and quality of service delivery as well as performance in tertiary health institutions.

More so, patient satisfaction, mortality reduction, medication errors, specific clinical outcome and quality of service delivery are all related to employee motivation level. The more motivated employees are, the better their performance as well as organizational effectiveness. Furthermore, when employees' are given the necessary incentives and adequately rewarded on the job, they will be encouraged and challenged to put in their best in terms of attitude to work and service delivery that would increase organisational effectiveness, efficiency and growth.

Recommendations

1. Management of tertiary health institutions in Nigeria should ensure that, only medical personnel who are fit (knowledgably, formally trained, with the right-skills, and experience) are recruited and hired and selection of applicants should not be based on quota system, god-fatherism, man-know-man syndrome, favouritism but on best fit approach of human resource management.
2. Regular and relevant training programmes (ITC, overseas job related seminars/conferences on current health management issues etc) for both medical and non medical personnel to bring employees' on par with their counterparts on the best professional global practices towards effective and efficient service

delivery.

3. Apart from compensation (salaries and wages that is normally paid to workers), management of the selected tertiary health institutions should ensure implementation of regular annual vacations, hazard allowance, overtime/call duty allowance, adequate working facilities, conducive/secure working environment and celebration of employee personal events/achievements like birthdays, marriages, promotions etc to motivate workers willingly carry out their duties effectively.

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