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# Mediating effect of ethical climate on the relationship between human resource management practices and organizational performance in Nigerian education sector

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## ABSTRACT

This study seeks to examine the mediating effect of ethical climate on the relationship between Human Resource Management practices and organizational performance in the Nigerian education sector. While existing research has highlighted the significance of HRM practices and organizational performance, the mediating role of ethical climate remains a relatively uncharted territory, particularly within the context of the Nigerian education sector. This research used primary data. The dependent variable in this study is represented by Human Resource Management while the independent variables are represented by Training, Compensation and Recruitment/selection. Ordinary Least Square Regression Model was used to test the hypotheses formulated. The study found that, there is a positive significant effect on organizational performance. The findings of this research work also conform with the views and findings in Related Literatures already reviewed in this work and this primarily depicts that effective human resource management is a sine qua non to actualization of education sector organization productivity of their employees. The study recommended that, the employees should be compensated in terms of salaries and other emoluments, compensation is critical in enhancing performance; hence the organization should implement this to motivate those employees who achieve the set targets of the organization; organizations should adopt performance-based compensation in addition to base compensations and remuneration; organization should adopt a periodic welfare package such as Christmas and Ramadan packages; work attitude of the staffs should be improved to help their performance by encouraging job satisfaction through motivation.

**Keywords:** Mediating Effect, Ethical Climate, Human Resource Management, Practice, and Organizational Performance.

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## 1. INTRODUCTION

The Nigerian education sector plays a critical role in the socio-economic development of the country by shaping the human capital that fuels various industries and sectors. The quality of education imparted and the overall performance of educational institutions are influenced by a range of factors, with human resource management (HRM) practices being one of the pivotal elements. Effective HRM practices have the potential to significantly impact the organizational performance of educational institutions (Fajana, et al., 2011). Human resource management involves the strategic planning and management of an organization's workforce, encompassing areas such as recruitment, selection, training, performance appraisal, compensation, and employee relations (Esenohor & Orogun, 2017). In the context of the Nigerian education sector, HRM practices have unique challenges and opportunities. The sector faces issues such as teacher shortages, inadequate training, and limited resources, all of which can impact the quality of education and the overall performance of educational institutions (Hassani, 2017).

In the ever-evolving landscape of modern education, the role of Human Resource Management (HRM) practices in shaping the success of educational institutions has garnered significant attention. The Nigerian education sector, a pivotal component of the nation's social and economic development, stands at the crossroads of challenges and opportunities, necessitating a thorough exploration of factors that influence its organizational performance (Omebe, 2014). Amidst these considerations, the ethical climate prevailing within educational institutions emerges as a critical catalyst that may shape the trajectory of the relationship between HRM practices and organizational performance. Human resource management encompasses a spectrum of strategies and practices aimed at harnessing the potential of an organization's human capital (Parankimallil, 2012). In the context of educational institutions, HRM extends beyond mere administrative functions to encompass recruitment, development, motivation, and retention of educators and support staff. Effective HRM practices are essential for fostering a conducive environment for teaching, learning, and research, which, in turn, significantly influence organizational performance (Alaba, 2010).

The Nigerian education sector faces multifaceted challenges ranging from resource constraints to governance issues, each with implications for the sector's ability to deliver quality education and nurture the talents of its future leaders. In this context, the strategic deployment of HRM practices holds the promise of enhancing the efficiency, effectiveness, and overall performance of educational institutions (Mohammed, Rufai & Azeez, 2016). However, the influence of HRM practices on

organizational performance is not unidimensional; rather, it is intricately woven into the fabric of the ethical climate within which these practices operate (Esenohor& Orogun, 2017). Ethical climate, often described as the prevailing moral compass guiding an organization's decisions and actions, exerts a profound influence on employee motivation, commitment, and engagement. The manifestation of a positive ethical climate underscores an organization's commitment to integrity, transparency, and social responsibility. Within the educational ecosystem, ethical considerations are of paramount importance due to the sector's direct impact on shaping the minds and values of future generations (Kayode, Kajangσ& Anyio, 2013).

This study seeks to delve into the interplay between HRM practices, ethical climate, and organizational performance within the Nigerian education sector. While existing research has highlighted the significance of HRM practices and organizational performance, the mediating role of ethical climate remains a relatively uncharted territory, particularly within the context of the Nigerian education sector. By investigating the potential mediating effect of ethical climate on the relationship between HRM practices and organizational performance, this study aims to provide a nuanced understanding of the mechanisms that underpin the sector's dynamics.

In the subsequent sections, this paper will unfold by delving into the theoretical foundations that underpin the study, reviewing relevant literature, and proposing a comprehensive research framework that integrates HRM practices, ethical climate, and organizational performance. By shedding light on the intricate interactions within this triad, this study aspires to contribute both theoretically and practically to the advancement of knowledge in HRM, ethics, and organizational performance, with specific implications for the Nigerian education sector.

### **Statement of the Problem**

In the dynamic landscape of the Nigerian education sector, the significance of Human Resource Management (HRM) practices in fostering organizational performance is widely acknowledged. However, there exists a complex web of factors that influence this relationship, and one such factor that warrants further investigation is the ethical climate within educational institutions. While the individual effects of HRM practices and ethical climate on organizational performance have been studied independently, the potential mediating role of ethical climate in enhancing the impact of HRM practices on organizational performance remains underexplored.

Nigeria's education sector has undergone substantial changes in recent years, marked by increasing demands for improved educational outcomes, heightened competition, and evolving societal expectations. Effective HRM practices are crucial for

attracting, developing, and retaining skilled educators and administrative staff, thus directly influencing an institution's capacity to excel in an ever-evolving educational landscape. Simultaneously, the ethical climate within an organization influences the behavior, decision-making, and overall work environment, which in turn can affect organizational performance.

The ethical climate of an organization reflects its shared values, norms, and practices regarding ethical behavior, and its potential to mediate the relationship between HRM practices and organizational performance is a complex and intriguing area of study. By investigating the mediating effect of ethical climate, this research seeks to provide a deeper understanding of how HRM practices contribute to organizational performance within the context of Nigerian educational institutions. It aims to unveil whether and how ethical climate acts as a catalyst, potentially amplifying the positive impact of effective HRM practices on overall organizational performance.

However, despite its potential importance, the role of ethical climate as a mediator between HRM practices and organizational performance within the Nigerian education sector remains relatively uncharted. This study aims to bridge this gap in the literature by exploring the intricate interplay between these variables and contributing insights that could inform strategic decision-making for educational leaders, policy-makers, and HRM practitioners.

In light of the aforementioned gaps and complexities, the central problem that this research seeks to address is: What is the mediating effect of ethical climate on the relationship between Human Resource Management practices and organizational performance in the Nigerian education sector? In the light of the above we formulated the following hypotheses in their null form

**H01:** Training has no significant impact on organizational performance in the Nigerian educational sector.

**H02:** Compensation has no significant impact on organizational performance in the Nigerian educational sector.

**H03:** Recruitment/Selection has no significant impact on organizational performance in the Nigerian educational sector.

## 2. LITERATURE REVIEW

### Concept of Human Resource Management

Concept of Human Resource Management Human resource management is the function within which an organization focuses on recruitment of employees and

providing direction for the people who work in an organization. Human Resource management can also be performed by line manager. Human resource management is the organisational function that deals with issues related to employee working in an organisation this includes compensation, hiring, performance management, organization development, safety, wellness, benefits, employee motivation, communication, administration and training (Susan 2012). Human resource management is also a strategic and comprehensive approach in managing people, and the work place, culture, and environment. Human resource management enables employees to contribute effectively and efficiently to the overall objective of the company, and the accomplishment of the organization's goals and objectives (Susan 2012).

A company is able to better manage its intellectual capital and improve organizational performance by properly implementing human resources Management System (HRMS) (Khalid, Salim, Loke & Khalid, 2011). The advent of "knowledge - intensive era" has turned human resources into a company's most important core resource, and an appropriately implemented HRMS helps an organization develop internal human resources, build competitiveness intellectual capital, and eventually buster it's operating performance and enterprise value (Moorhouse & Cunningham, 2010). Competitive advantage for the organization lies not just in differentiating a product or service or in becoming the low cost leader but is also being able to tap the company's special skills or core competencies and rapidly respond to customer's needs and competitor's moves (Kaiser, 2011).

Human resources management can play a role in identifying and analyzing external opportunities and threats that may be crucial to the company's success. The activities range from attracting high quality employees, placing them in appropriate position, training them to work in the firm's specific way, and motivating them to devote more, if enough attentions are not being paid to coordination of human resources, the organizational effectiveness is likely to be decreased (Jost, Nosek & Gosling, 2009). A fantabulous employee might find it quite difficult to achieve high performance without good training compatible with organizational goals, and the work itself. Similarly, a lack of motivation for well-trained employees may be linked with the performing below their potentials.

It logically follows that adoption of effective technical HRM activities is a key to implementing a set of internally consistent human resources practices (Preuss, Haunschild & Matten, 2009). In other words, effective technical human resource activities are necessary for accomplishing the partial goal of HRM.

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## Determinant of Human Resource Management

### *Recruitment in organization*

Qureshi and Ramay (2006), noted that HR practices are positively correlated with employee's performance whereas selection and training have more effecting on performance than other practices. Chand & Katou (2007) demonstrated that recruitment and selection, strongly correlate with profitability and suggests that management of an organization must focus on these HRM practices (recruitment and selection) resulting in an improved organizational profit. According to Bratton and Gold (2007), recruitment is 'the process of generating a pool of capable people to apply to an organization for employment and selection, is the process by which managers use certain approach to select from a pool of applicants the person(s) most likely to succeed in the job(s), given management goals and legal requirements.

Companies use good selectivity in the hiring process to ensure that they get the right skilled and qualified people for the right job (Pfeffer, 1994; Huselid, Jackson & Schuler, 2007). Budd and Bhave (2010) maintained that the recruitment exercises remain the power of the management in any organization to ensure proper starting of employee in their firms. Recruitment remains one of the ways to get things right in the firm by ensuring that the most competent and qualified applicant gets the job.

### *Training in Human Resources*

Training are the formal activities undertaken by an organization to help employees acquire the skills and experience needed to perform current or future jobs (Mondyet al, (2005). In general, training and development activities are designed to help employees continue to make positive contributions in the form of good performance by obtaining new knowledge, skills, and abilities (Ivancevich, 2001; Berge et al., 2002). Mookherjee (2010) expressed that on-the-job training is one of the commonly used type of training. Also, Mookherjee (2010) expressed further that off-the-job training is a type of training that can be given in a number of ways. Off-the-job training consist the development of employee away from the field of the job through lectures, conferences, group discussion, case studies, and programmers instructions, etc. This method is normally used by government and public organization.

According to Ojo (2009) training is the act of increasing the knowledge and skill of an employee for doing a particular job, irrespective of the years spent so far in the service or the qualification attainment of the workers, the trends in the services will always protrude towards development in the societies and changes in tastes of customers, which organization must promptly respond to by training their employees



with the latest techniques, tools, and approaches. Peretomode (2001) pointed out that training is a planned organizational effort or activities concerned with helping an employee acquire specific and immediately usable skills, knowledge, concepts, attitudes, and behavior to enable him/her perform effectively and efficiently on his present job.

### ***Compensations and Benefits in Human Resources***

Bratton and Gold (2007) state that reward refers to ‘all the monetary, non-monetary and psychological payments that an organization provides for its employees for the work they perform either as teamwork, units, department or individual’. Motivating employees through a good reward system constitutes a difficult and challenging task for general managers as it can positively affect employees’ behavior toward their jobs and increase their commitment and thus their performance. Madsen, Miller and John (2010) states that reward strategies are an important part of an organization’s human resources strategy and should be bundled with other human resources strategies so that they complement and reinforce one another. Golden and Veiga (2008) and Huselid et al. (2007) respective found in their studies that motivation through a good reward system can lead to an increase in employees’ productivity as well as improving their commitment towards organizational goals.

### **Importance of Human Resources Management**

The usefulness of HR is an organization that can never be overemphasized as they provide the creative spark that drives organizations. Noe et al., (2004) suggested the following qualities that distinguished HR from other forms of organizational resources, they are: Human resources are valuable: High quality employees provide a needed service as they perform many critical functions; Human resources are rare in the sense that a person with high level of the needed skills and knowledge is not common. An organization may spend several months searching for talented employee; Human resources cannot be imitated. It will be impossible to find and employ HR that can do precisely the same thing so that advantage of a competitor could easily be eliminated; Human resources have no good substitutes: Proper training and motivation will cause employees to learn, develop their abilities, and care about customers. It is difficult to imagine another resource that can match committed and talented employees.

### **Organizational Performance**

As far as organizational performance is concerned; several pieces of research conducted various methods for evaluating organizational performance. Another

study was conducted on 17 different patterns of organizational productivity and performance and has merged some components relating to organizational performance evaluation. Organizational performance is stated to be a sign of the capacity of performing various assessments by the employees and the findings in the general aspects such as business performance, financial performance, and effective organization. Another system was developed by the HR researchers that have involved two elements to estimate the market performance of an organization i.e market share to earnings ratio. Similarly, extensive research is available that has explored that the financial ratios are the most appropriate way to assess organizational performance.

However, the judgment regarding HR practices and other related issues are evaluated differently. Moreover, a complete set of dimensions are also available for human resource performance, which has been suggested by the research. It is also discovered that organizational performance can also be estimated by the strong position of the managers and the behavior of employees (Knies et al. 2017). Thus, different methods of assessing organizational performance have been stated in Knowledge Management Capabilities. These are classified into four different categories: intellectual capital, commercial measurements, tangible and intangible profits, and the balanced scorecard (Latham and Pinder 2019).

The improved organizational performance is measured by the pattern of integrates, the comprehensive performance of an organization as well as the learning process that can also evaluate the comprehensive organizational performance. There found the least difference between the developing and developed countries regarding the effect HRM practices, organizational learning, and knowledge management capabilities on organizational performance. However, the organizational culture, most of the time, affects differently in different organizations even with in the country. The Saudi organizations are explored to be more sensitive in this context as these organizations have a diverse workforce. So, the organizational culture becomes a key factor for boosting up the morale of employees and get maximum output that leads to improving the organizational performance (Lavigna and Hays 2004; Lawrence and Lorsch 2019).

## **Theoretical Framework**

### ***Theories and Perspectives on Human Resource Management***

Human resource management (HRM) has the key role in the today's competitive work environment. The style and Management of human resource systems based on employment policy, comprising a set of policies designed to maximize organizational



integration, employee commitment, elasticity, and quality of work (Alagaraja, 2013). The possible link between Human Resource Management and Employee Productivity has been interpreted and explained through numerous perspectives and theories.

Human capital theory was proposed by Schultz in 1961 and later developed extensively by Becker in 1964 as cited in his publication titled Human Capital: A theoretical and Empirical Analysis to special reference to education. Human capital theory was developed on the realization that the growth of physical capital was only a small part of the growth of organizational income (Tan, 2014). Economist Theodore Schultz introduced return-on-investment, which highlighted the cost-benefit analysis of staff training and education. Based on Schultz's research on return-on-investment, Becker introduced the concepts of general-purpose human capital and firm-specific human capital that are widely used by human resource development practitioners worldwide to date (Josan, 2013).

In Becker's view, human capital is similar to physical means of production, e.g., factories and machines meaning one can invest in human capital (via education, training, medical treatment) and a firm's output depends partly on the rate of return on the human capital one owns. Thus, human capital is a means of production, into which additional investment yields additional output (Armstrong & Taylor, 2014). Therefore, by investing in human capital through staff training and development, the organization is able to retain talented workforce who will feel motivated to be part of the firm hence leading to better organizational performance (Rothwell, 2010).

However, there is criticism to this theory based on its assumption that education in fact guarantees employee retention. The theorists clearly did not take into account the transfer of learning. Is the duration of education and training an assurance of retaining the employee in the organization? Certainly, this notion is ideal, but questionable. This is because a highly skilled employee could as well look for a much more paying job (Tan, 2014). This theory was relevant to the current study given that decisions on whether to recruit from inside or outside are informed by the level of employees' skill and knowledge existent in an organization. Thus, where the required competencies are available in-house, then replacement of key personnel can be done through internal hires while if the required competencies are not available in-house, then replacement of key personnel is likely to be done through external hires.

## **Empirical Review**

Felix, Oaya and Nagga (2019) examine Human Resource Management (HRM) has been trendy over the past years, and it's currently a standard for almost all larger

organization and smaller ones. HRM could be an instrument for competitive advantage and can influence the organizational results and performance in a positive direction. The competitive business world, sustainable competitive advantage is the basic factor for reaching organizational strategies. On the present day, firm's success broadly depends on the capabilities of its employees. Organization may have capital and technology, but it is the HRM that will help organization face the challenges of globalization of business. HRM practices have an effect on the employee's attitudes and behavior toward organizational performance, like productivity, quality and innovation that successively have a positive effect on organizational performance.

Abdulrahman (2020) investigates the mediating role of knowledge management for organizational performance (OP), and human resource management (HRM) practices and the moderating role of organizational learning (OL) on the relationship between organizational performance and knowledge management capability (KMC). This sample was drawn from 215 out of 250 human resource managers from service sectors of the Kingdom of Saudi Arabia. The concepts of human resource management (HRM) practices, knowledge management capabilities, organizational culture, organizational performance, and organizational learning have been implemented in the area of research on human resource management. Though the available literature contains a significant result for the relationship between selected variables. Therefore, previous research did not explore the escalating effect of human resource management in interfering organizational learning, intensifying the organizational performance and knowledge management capabilities in a specific organizational culture. This study employs structural model estimates to address the hypotheses. The model was suggested by the previous research and is interlinked with human resource practices. The findings of this study explored a significant effect of HRM practices on knowledge management capabilities, organizational culture, organizational performance, and organizational learning in Saudi Arabia during 2019.

Danilwan, Dirhamsyah and Pratama (2022) examine the impact of human resource practices on organizational performance in the manufacturing sector in Indonesia. Additionally, the study has examined the moderated effect of the ethical climate in the relationship between human resource practices and organizational performance. The quantitative approach is one that follows the questionnaires for collecting the data. A total of 320 questionnaires were distributed. And a total of 260 were received back. So, the response rate was 81.25%. The previously mentioned empirical evidence indicates that several studies observed the role of ethical climate as a moderator and found positive outcomes. The studies also explained the ability of ethical climate to describe the nature of association among dependent and

independent variables; these findings will be useful for the Indonesian bank's management. The HRM professionals' perception in Indonesian banks will be likely to be enhanced by having an understanding of the moderating effect of ethical climate on the linkage between organizational performance and HRM practices, thereby drawing the management's interest and attention towards further investigation.

Sabiu, Kura and Reni (2018) examining the relationship between human resource management practices and organizational performance. Training and development and compensation practices were mainly incorporated in our research model. A sample of 181 Education Ministry, boards, parastatals and agencies in seven states of North-Western Nigeria was drawn using stratified proportionate sampling technique. We employed partial least squares path modeling to test our hypothesized model. As expected, we found that training and development had a significant and positive relationship with organizational performance. In the same vein, compensation system was found to be significantly related to organizational performance. Consequently, policy makers, managers and administrators in educational sector are encouraged to provide adequate training to its employees as well as appropriate compensation system need to be able to put in place to promote high employee performance and in return achieve organizational performance.

Pusvitazari (2021) analyzes the importance of human resource management in schools by focusing its analysis on human resource management in improving the quality of education at Al-Islam Krian High School, Sidoarjo, East Java. The education system at every level relies heavily on human resources for the implementation of its programs. The success of education in schools is determined by the principal's success in fostering and developing educators and education personnel in schools to improve the quality of education. This research uses a qualitative approach with the type of case study. Data collection techniques are carried out through; observation, interviews, and documentation. The results showed that planning in improving the quality of education was carried out by analyzing human resource needs and mapping positions according to the school's vision, mission, and goals, making job descriptions and job specifications. Existing human resources are then fostered and trained to improve the quality of their resources by those targeted by educational institutions.

### **3. METHODOLOGY**

This research make used of the survey research design while carrying out the study. Survey design refers to eliciting data from targeted population through either questionable or interview instrument and conclusions. The target population for this

study comprises 216 ministries of education, boards, agencies and parastatals in seven (7) of Northern Nigeria. The data for this study were collected using a self-administered questionnaire (primary data). Questionnaires are appropriate for gathering the views of a large number of people about a particular phenomenon (Stroh 2000). This research instrument (questionnaire) used were tested valid and reliable.

The dependent variable in this study is represented by Human Resource Management while the independent variables are represented by Training, Compensation and Recruitment/selection. The null hypotheses is usually stated in terms of the independent of the variables, and it is used to analyze the three objectives raised in this study through the primary data obtained from respondents by the use of questionnaires.

Like multinomial logistic and ordered logistic models, stereotype logistic models are used with categorical dependent variables. They are often used when subjects are requested to assess or judge something. In a multinomial logistic model, the categories cannot be ranked. By contrast, in an ordered logistic model, the categories follow a natural ranking scheme and are subject to the proportional-odds assumption. Stereotype logistic regression can be viewed as a compromise between these two models. However, the study employed the stereotype ordinal regression analysis because the dependent variable Employees Productivity in this study is an ordinal variable which is measured by the scale constructed by the researcher. The stereotype ordinal regression analysis establishes the likelihood of the strength of causality of the dependent variable by the independent variable.

### **Model Specifications**

Multiple regression analysis was conducted to assess the relative predictive power of the independent variables on the dependent variable. The statistical package for social sciences (SPSS) was employed in the different analyses conducted.

The Regression Model:

$$OGP = \beta_0 + \beta_1 TRA + \beta_2 COM + \beta_3 RCS + \varepsilon$$

Where:

OGP = Organizational Performance

TRA = Training

COM = Compensation

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RCS = Recruitment/selection

$\varepsilon$  = error term

#### 4. RESULTS AND DISCUSSION

This section deals with the analysis and interpretations of data generated from the research. The data relating to each of the statistical hypotheses of the study were presented and tested.

**Table 1**  
**Descriptive Statistics**

	Min	Max	Mean	Std. Deviation	Cronbach
EMP	1	5	3.451	1.29432	0.743
TRA	1	5	3.611	1.29432	0.811
COM	1	5	3.6387	1.25015	0.862
RCS	1	5	3.210	1.29432	0.751

**Source:** Field survey (2023)

For EMP there are 4 sub-items measuring the concept (see appendix 1), and has a mean response score of 3.451. TRA has mean response score of 3.611 with maximum and minimum values of 5 and 1 respectively in line with the Likert scale. COM has mean response score of 3.64 with a standard deviation of 1.250 and maximum and minimum values of 5 and 1 respectively in line with the Likert scale. RCS has mean response score of 3.3210 with a standard deviation of 1.29 with maximum and minimum values of 5 and 1 respectively in line with the Likert scale. The cronbach alpha values for EMP, TRA, COM and RCS stood at 0.743, 0.811, 0.862 and 0.751 respectively which is high and confirms the validity of the results.

#### Test of Hypotheses

In this section, the three hypotheses in this research were tested using Ordinary Least Square regression through the use of SPSS software version 23 to determine the impact of human resource management and organizational performance in the Nigerian educational sector mediating the role of ethical climate. The hypothesis was tested as per the rule of thumb that provides to accept the null hypotheses if the calculated p-value is greater than 0.05% otherwise reject it. Results of analysis for testing the hypothesis are shown in the Tables that follows.

Table 2 presents the regression estimate on human resource management and organizational performance in the Nigerian educational sector mediating the role of ethical climate.

**Table 2**  
**Coefficients**

Model		Unstandardized Coefficients		Standardized	T	Sig.
		B	Std. Error	Coefficients		
1	(Constant)	.622	.337		1.848	.068
	TRA	.422	.111	.453	3.815	.000
	COM	.216	.099	.252	2.192	.031
	RCS	.265	.091	.280	2.921	.004

a. Dependent Variable: OGP

Source: SPSS Version 23

**HO<sub>1</sub>: Training has no significant impact on organizational performance in the Nigerian educational sector.**

The results of the multiple regression analysis that regress training and organizational performance is shown on Table 3 above. The result above shows a positive coefficient value of 3.815 and a p-value of 0.000. This means that training has a positive significant effect on organizational performance. The positive coefficient value implies that increase in training will lead to increase in organizational performance of the educational sector. Therefore, the null hypothesis is hereby rejected.

**HO<sub>2</sub>: Compensation has no significant impact on organizational performance in the Nigerian educational sector.**

Table 3 above further shows a coefficient value of 2.192. The results from the regression reveals that Compensation (COM) have a positive (2.192) and no significant (p=0.031) effect on organizational performance. This implies that increase in the level of Compensation has a strong effect on the organizational performance. Therefore, we reject the null hypothesis that Compensation has no effect on organizational performance in the Nigerian educational sector.

**HO<sub>3</sub>: Recruitment/selection has no significant impact on organizational performance in the Nigerian educational sector.**

The results from the regression reveals that Recruitment/selection (RCS) have a positive (2.921) though not significant (p=0.004) effect on organizational performance. Hence the result suggests that the presence of recruitment/selection guarantee organizational performance. Therefore, we reject the null hypothesis that



Recruitment/selection has no effect on organizational performance in the Nigerian educational sector.

**Table 3**  
**ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	700.673	3	233.558	499.663	.000 <sup>b</sup>
	Residual	39.732	85	.467		
	Total	740.404	88			

a. Dependent Variable: OGP

b. Predictors: (Constant), TRA, COM, RCS

**Source:** SPSS version 23

The above ANOVA result indicates the joint significance of the independent variables (training, compensation, and recruitment/selection) on the dependent variable (organizational performance). The significant value of 0.000 shows that the independent variables (training, compensation, recruitment /selection) jointly affect the organizational performance, we therefore conclude that human resource management has a significant effect on organizational performance in the Nigerian educational sector.

**Table 4**  
**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.973 <sup>a</sup>	.946	.944	.68369	.323

a. Predictors: (Constant), TRA, COM, RCS

b. Dependent Variable: OGP

**Source:** SPSS version 23

Table 4 above revealed that there is a strong relationship at  $R = .973$  between the human resource management and organizational performance. An examination of the table shows that  $R$  square = .946 which implies that human resource management accounts for 94.6% of variations having a significant effect on organizational performance.

## 5. CONCLUSION AND RECOMMENDATIONS

### Conclusion

This study investigated the impact of human resource management and organizational performance in the Nigerian educational sector. Three research questions and hypotheses were designed to guide this study. However, Ordinary

Least Square Regression Model was used to test the various hypotheses. Based on the data collected and analyzed, the findings shows a positive significant effect on organizational performance. The findings of this research work conform with the views and findings in Related Literatures already reviewed in this work and this primarily depicts that effective human resource management is a sine qua non to actualization of education sector organization productivity of their employees.

In recognition of this human resource management, the World Bank is gradually reviewing unemployment issues in Africa by providing recruitment forum for young unemployed people where companies, public sector organization and multinational companies can select qualified candidates based on merit to enhance the productivity of their workforce. Some of these measures include the reform of the employment sector Human resource management board by the government through the State Civil Service Commission (SCSC) which is aimed at meeting with the set goals for the establishment of the educational sector in the first place as far as staff welfare and productivity is concerned. Upon all of these commendable and vigorous steps by the government to restructure the economy of the nation and enhance the development of power in the country, it is clear from this research, that the road to educational sector still requires inevitably more attention and commitment from both the government and management of educational sector.

### **Recommendations**

Human resources, which are considered as the greatest asset of an organization, refer to people whose knowledge, skills, and abilities are utilized to create and to deliver effective services. Based on the finding, the following recommendations were made. The recommendations if properly adhered would be designed to enhance the management of Human resource in the educational sector with a view to improving their performance.

The recommendations are that: the employees should be compensated in terms of salaries and other emoluments, compensation is critical in enhancing performance; hence the organization should implement this to motivate those employees who achieve the set targets of the organization; organizations should adopt performance-based compensation in addition to base compensations and remuneration; organization should adopt a periodic welfare package such as Christmas and Ramadan packages; work attitude of the staffs should be improved to help their performance by encouraging job satisfaction through motivation; annual performance appraisal and evaluation of workers should be properly and equitably conducted; Proper recruitment and selection processes should be adhere to, while the

work attitude of the staffs should be improved to help their productivity by encouraging job satisfaction.

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## QUESTIONNAIRE

Instruction: Please you are requested to tick in the appropriate box as provided for your answer.

### SECTION A

1. Age: 26-35  36-45  46-55  56-Above
2. Gender: Male  Female
3. Marital Status: Single  Married  Divorcee
4. Highest Educational Level: SSCE  BSc/HND  OND/NCE/Diploma   
Postgraduate  Professional qualification
5. How long have you been working? 0 to 5years  6 to 10years   
11 to 15years  16years and above

### SECTION B

**1 = Strongly Disagree (SD), 2 = Disagree (D), 3 = Undecided (U), 4 = Agree (A), and 5 = Strongly Agree (SA).**

Using the scale above (1-5) please tick (✓) the level of agreement in each of the items below with regards to the human resource management and organizational performance in the Nigerian educational sector mediating the role of ethical climate.

TRAINING	SD	D	U	A	SA
	1	2	3	4	5
There is a training strategy and coherent training programme					
Training needs identified are realistic, useful and based on the business strategy of the organization.					
Training program really impact the organization employee for high performance					



COMPENSATION	SD	D	U	A	SA
	1	2	3	4	5
Employees are recognized and rewarded appropriately in this organization					
Job performance is an important factor in determining the incentive compensation of employees					
Inadequate motivation and compensation of staff contributes to poor productivity in your department					

RECRUITMENT/SELECTION	SD	D	U	A	SA
	1	2	3	4	5
Appointments in this organization is based on merit					
Selection system selects those having the desired knowledge, skills and attitude					
Political factors influenced the recruitment and selection process of your employment into the organization					

ORGANIZATIONAL PERFORMANCE	SD	D	U	A	SA
	1	2	3	4	5
The maintaining of a satisfied work standards and service delivery is reduced and this leads to poor production					
Poor ethics and value affect the employee productivity in the organization					
Workers' attitude contributes to the poor productivity in the organization					