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FACTORS OF HUMAN RESOURCE PRACTICES AND ADMINISTRATIVE EFFECTIVENESS IN PUBLIC UNIVERSITIES IN SOUTH EAST, NIGERIA

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ABSTRACT

The study factors of human resource practices as correlate of administrative effectiveness in state universities in south east, Nigeria adopted a correlational research design. The study was guided by four research questions and four corresponding null hypotheses. The population was 361 lecturers from the faculty of education in the five state universities in south east, Nigeria. The population of the study comprised 59 lecturers from the faculty of education, Abia State University Uturu (ABSU); 95 lecturers from Imo State University Owerri (IMSU); 61 lecturers from faculty education, Ebonyi State University (EBSU); 77 lecturers from the faculty of education, Chukwuemeka Odumegwu Ojukwu University Igbariam (COOU) and 69 lecturers from the faculty of education, Enugu State University of Technology (ESUT). The sample size for this study was 361 lecturers from the faculties of education in the five selected universities in South East Nigeria. Census sampling technique was used to select the entire population since the population of the study was manageable and controllable by the researcher. Factors of Human Resource Practices Questionnaire (FHRPQ) and Lecturers Administrative Effectiveness Questionnaire (AEQ)". Three experts from College of Education, Michael Okpara University of Agriculture, Umudike for validated the instruments. Cronbach alpha method was used to determine the internal consistency of the cluster items for reliability index. Cluster by cluster analysis was done. cluster A yielded an index of .83 and, cluster B yielded an index of .81 for FHRPQ while AEQ with one cluster yielded an index of .76. The general reliability of the two instruments yielded an index of .82 for FHRPQ and .76 for AEQ respectively. The data

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collected were analyzed using Pearson Product Moment Correlation Coefficient and the coefficient of determination (r^2) to answer the research questions while linear regression analysis (ANOVA) precisely F-cal. was used to test the null hypotheses at 0.05 level of significance. The findings of the study include; that there is high positive relationship between quality university transportation system and administrative effectiveness. It also revealed that there is high positive relationship between quality staff housing and administrative effectiveness. Based on the findings of the study, the researchers recommended that Quality university transportation system should be made available by the university management for easy movement of staff and students to ensure that smooth discharge of responsibilities and prompt class attendance.it also recommended that, there should be adequate and quality staff quarters with good security architecture made available by the university management for staff to ease their access to university environment at anytime to execute their responsibilities without compromise to their safety.

Keywords: Factors; Human Resource Practices; Administrative Effectiveness; Public Universities

Introduction

The present-day work environment is known for its diversifying human activities that supports quality productivity through effective and efficient job outcome among the university workforce. The global education system is concerned with emerging issues with regards to promoting quality and sustainable education system globally. It is concerned with the development of human skills, character, attitude and knowledge in order to tackle societal problems. Ogedi and Okoro (2017) stated that education is essential tool for national and global development in terms of industrial expansion and sustainability, manpower production, technological advancement and quality standard of living. Education also helps the society to meet its aspirations and needs. University education thus remain an issue of discourse in this study.

University education is the highest level of education globally that provides individuals with the necessary skills and opportunities to contribute meaningfully to the development of their nation. Universities whether public, private and faith-based unquestionably is regarded as the educational system that is concerned with the production of global workers for high quality productivity. Ogbodo and Nwaoku (2017) averred that university education is expected to function as the think tank of the society in all areas, generate ideas and knowledge as well as its dissemination. This makes the role of university education an unavoidable one when compared with societal impact. University education promotes collaborative research, invention of new concepts and technologies, cross-

pollination of workforce, human capital development and advancement, promotion of co-existence among individual and making available different channels for societal development. It involves the enrolling of divergent people and groups to ensure the achievement of the institutions core values and purposes within the society where it operates.

The sustainable functionality of every sectors of the global economies, university education to be precise depends solely on the motivation of the employee through adequate human resource practices in the system. This entails that human capital remains an essential element in attaining quality productivity in every organization in which motivational drive and adequate organizational climate become inevitable. Stankevičiūtė and Savanevičienė (2018) and Beck-Krala (2017) defined human resource practices as an element of sustainable human resource management which is geared towards orienting and generating value for company stakeholders through a simultaneous consideration for efficiency, social and environmental aspects in human resource processes. Pabian (2015) defined human resource practices as innovative approach to the performance of the human resource function within an organization, in which the environmental context constitutes the basis of all undertaken initiatives. The implication of this is that, the application of human resource practice policies helps in the promotion of sustainable and prudential use of organization resources and ecology to be more productive.

In essence, human resource practices remain very crucial in organizational goal attainment. Bangwal and Tiwari (2015) contended that human resource practices is a key tool for the implementation of sustainable development in an organization. Human resource practices is defined as a total of actions or approaches which aims at providing required number of employees with demonstrating suitable skills, competencies, and creating conditions stimulating effective behaviour of the staff, at a specific time and place with the primary purpose of ensuring that jobs assigned are effectively and efficiently delivered. The actual basis of the concept of human resource practices is formed by a subjective approach to human resources development which is seen as a component and sub-system of organizations assets and a source of corporate global market competitiveness.

In Nigerian universities, campus transportation system is provided by both the university management, students union government and private transportation companies in ensuring quality movement within and outside the university environment. Ojo, Amoako-Sakyi, and Agyemang (2014) defined the university shuttle system as a public transport in developing countries that is partially funded by the states in providing transportation services to university education. These shuttles made available

in the university system ensure that both the students, teaching staff, non-teaching staff, visitors and other persons within the university environment are conveyed to their various locations in the school. Sakellariou, Kotoula, Morfoulaki and Mintsis (2016) contend that school transportation system remains an appropriate design and the provision of maximum safety are necessary actions needed to be taken into account while organizing such a system. university transportation includes the movement of workforce and students to and fro school units and school activities. Morfoulaki, Kotoula, Mirovali and Aifantopoulou (2015) stated that walking, biking, use of private cars; buses and taxis are all modes composing a school transportation system, while students, parents, relatives and friends, teachers, drivers and school bus attendants are the basic stakeholders.

Quality staff housing is a vital life supporting strategy for sustainable human practices and development in an organization. It helps in the improvement of quality standard of living among employees' in an establishment. Nnametu, Alaka and Okoronkwo (2015) contended that housing challenges have remained one of the greatest threats to virtually every worker in Nigeria in-spite the continued increment in workers' salaries.

However, human resource practices thus suggest that available human capital in an organization should be provided with the required favourable work environment to perform their occupational tasks which quality housing is among these human resources practices. Modebelu (2016) averred that, employees are entitled to government loans to build their own houses. If quality staff quarters could energize and stir the capacity and capability of lecturers towards quality instructional delivery among university teaching staff, employee job delivery become expedient in attaining administrative effectiveness. Jabaar and Ali (2020) contended that the society depends on the education system to prepare the human capital to serve the economy. Howbeit, the human society is composed of three major elements which are the human capital resources (education employee), the environment (Natural resources) and the various institutions that are meant to bind the society together and regulate human behaviour.

Administrative effectiveness is seen as the extent of result achieved by the university administrators in carrying out their assigned responsibilities and functions. It looks critically into the university administrators (the Vice Chancellors, Deans and HODs, registrar, Directors and other principal officers) planning ability, organization, coordination and management of the school system using available human and non-human resources. Liphan and Hoel in Owoh (2015) outlined task areas of the school administrators for administrative effectiveness to include: management of institutional programme, staff personnel

administration, financial and physical resources, students' personnel administration, and school community-relations management. Adegun, (2010) identified some indicators of administrative effectiveness to include high productivity, morale (high motivation), turnover rate of lecturers, degree of integration, maximization of individual potentialities, maximum utilization of available resources and value contribution to the society.

Statement of the Problem

Administrative effectiveness in the university education is an important aspect of organizational productivity that requires adequate and quality human resources practice. This makes human resources practices a contributive factor to administrative effectiveness in the university education. Human resource practices remain vital for achieving quality result amongst organizational workforce in human society thus confidence and trust is enhanced in carrying out assigned duties and responsibilities in achieving organizations set goals.

However, it is expected of the university education system to ensure provision and quality university transportation system for proper linking and mobility in the campus and provides quality staff housing for the workforce in order to facilitates the quality of job done among employees

Currently, it seems that most tertiary institutions in Nigeria are faced with poor or limited university transportation system and inadequate staff housing remain problems faced in most state universities in the south east, Nigeria. In most cases, motor cycle remains the major sources of transportation which the limited shuttles that operate within the university environment is owned and managed by individual investors operating without policies and regulations on the cost implication within the university. Again, in most universities, staff housing and other facilities are at the verge of collapse with high sense of poor maintenance culture. It was on this bases that the problem of this study is to ascertain the relationship between factors of human resource practice and administrative effectiveness in state universities in south east Nigeria.

Purpose of the Study

The purpose of this study was to examine the extent of relationship between factors of human resource practice and administrative effectiveness in state universities in South East, Nigeria. The specific objectives of the study seek to:

1. ascertain the extent of relationship between quality university transportation system and administrative effectiveness.
2. ascertain the extent to which quality staff housing relate to administrative effectiveness.

Research Questions

The following research questions guided the study. They are:

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1. to what extent does quality university transportation system relate to administrative effectiveness?
2. what is the extent of relationship between quality staff housing and administrative effectiveness?

Hypotheses

The following null hypotheses were formulated and tested at 0.05 level of significance to guide the study.

$H0_1$: There is no significant relationship between quality university transportation system and administrative effectiveness.

$H0_2$: There is no significant relationship between quality staff housing and administrative effectiveness.

Methodology

The study adopted a correlational research design. Two research questions and two null hypotheses guided the study at 0.05 level of significance. The population was 361 lecturers from the faculty of education in the five state universities in south east, Nigeria. The population of the study comprised 59 lecturers from the faculty of education, Abia State University Uturu (ABSU); 95 lecturers from Imo State University Owerri (IMSU); 61 lecturers from faculty education, Ebonyi State University (EBSU); 77 lecturers from the faculty of education, Chukwuemeka Odumegwu Ojukwu University Igbariam (COOU) and 69 lecturers from the faculty of education, Enugu State University of Technology (ESUT). The sample size for this study was 361 lecturers from the faculties of education in the five selected universities in South East Nigeria. Census sampling technique was used to select the entire population since the population of the study was manageable and controllable by the researcher. Factors of Human Resource Practice Questionnaire (FHRPQ) and Lecturers Administrative Effectiveness Questionnaire (AEQ)". Three experts from College of Education, Michael Okpara University of Agriculture, Umudike for validated the instruments. Cronbach alpha method was used to determine the internal consistency of the cluster items for reliability index. Cluster by cluster analysis was done. cluster A yielded an index of .83, and cluster B yielded an index of .81 for FHRPQ while AEQ with one cluster yielded an index of .76. The general reliability of the two instruments yielded an index of .82 for FHRPQ and .76 for AEQ respectively. The researcher sought the help of three briefed research assistants who helped in the administration of the questionnaires to the respondents. The data collected were analyzed using Pearson Product Moment Correlation Coefficient and the coefficient of determination (R^2) to answer the research questions while linear regression analysis (ANOVA) precisely F-cal. was used to test the null hypotheses at 0.05 level of significance.

Decision Rule

The strength of the relationship was established using Creswell (2008) correlation coefficient scale thus +/-0.70 to 1.00 Strong/High Extent relationship, +/-0.40 to 0.69 as Moderate/Medium Extent

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relationship and +/-0.00 to 0.39 no correlation/ weak/Low Extent relationship

Results

Research Question 1: To what extent does quality university transportation system relate to administrative effectiveness?

Table 1: Correlation matrix of quality university transportation system and administrative effectiveness

		quality university transportation system	Administrative effectiveness
Quality university transportation system	Pearson Correlation	1	.833*
	N	349	349
Administrative effectiveness	Pearson Correlation	.833*	1
	R^2	.694 (69%)	
	N	349	349

*N = Number of respondents.
R^2= coefficient of determination
*Correlation is significant at the 0.05 level (2-tailed),

Data on table 1 indicate a correlation coefficient (r) of .83 which is positive and within the coefficient limit of ± .70 to 1.00. This indicates that quality university transportation system to a strong high extent relates to administrative effectiveness in South East, Nigeria. Meanwhile, the coefficient of determination (R^2) of .694 indicates that 69% of the variance observed in administrative effectiveness was attributed to quality university transportation system.

Hypothesis 1: There no significant relationship between quality university transportation system and administrative effectiveness.

Table 2: Regression analysis of relationship between quality university transportation system and administrative effectiveness

Model		Sum of Squares	Df	Mean Square	F	p-value
1	Regression	388.591	1	388.591	215.45	.000
	Residual	630.632	348	1.812		
	Total	1019.223	349			

Df= degree of freedom, F = F-calculated, Correlation is significant at the 0.05 level (2-tailed)

Data on table 2 show a p-value of .000 which is less than the alpha value of .05. This means that there was significant relationship between quality university transportation system and administrative effectiveness. Therefore, the hypothesis that there is no

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significant relationship between quality university transportation system and administrative effectiveness was rejected.

Research Question 3: what is extent of relationship between quality staff housing and administrative effectiveness?

Table 3: Correlation matrix of quality staff housing and administrative effectiveness

		Quality Staff Housing	Administrative Effectiveness
Quality Staff Housing	Pearson Correlation	1	.782*
	N	349	349
Administrative Effectiveness	Pearson Correlation	.782*	1
	R^2	.612 (62%)	
	N	349	349

*N = Number of respondents.
R^2= coefficient of determination
*Correlation is significant at the 0.05 level (2-tailed),

Data on table 3 indicate a correlation coefficient (r) of .78 which is positive and within the coefficient limit of ± .70 to 1.00. This indicates that quality staff housing to a strong high extent relates to administrative effectiveness in South East, Nigeria. Meanwhile, the coefficient of determination (R^2) of .612 indicates that 61% of the variance observed in administrative effectiveness was as a result of quality staff housing.

Hypothesis 2: There no significant relationship between quality staff housing and administrative effectiveness.

Table 4: Regression analysis of relationship between quality staff housing and administrative effectiveness

Model		Sum of Squares	Df	Mean Square	F	p-value
1	Regression	362.970	1	362.970	193.48	.000
	Residual	652.751	348	1.876		
	Total	1015.721	349			

Df= degree of freedom, F = F-calculated, Correlation is significant at the 0.05 level (2-tailed)

Data on table 4 shows a p-value of .000 which is less than the alpha value of .05. This means that There was significant relationship between quality staff housing and administrative effectiveness. Therefore, the hypothesis that there is no significant relationship between quality staff housing and administrative effectiveness was rejected.

Findings of the Study

1. that there is high positive relationship between quality university transportation system and administrative effectiveness.

2. that there is high positive relationship between quality staff housing and administrative effectiveness.

Discussion of the Findings

The findings on table 1 and 3 revealed that there is high positive relationship between quality university transportation system and administrative effectiveness while the corresponding hypothesis indicated that there was significant relationship between quality university transportation system and administrative effectiveness. The findings of the study is in line with Hashim, et al (2013) which asserted that poor transportation system cause students to miss classes, waste precious time and discourage them from riding school shuttle buses. Similarly, the finding of the study was supported by the study carried by Agyeman (2013) which concluded that poor transportation system on campus create unpleasant ride, retard quality movement of staff and students to access the school environment.

Finding on table 3 and 4 revealed that that there is high positive relationship between quality staff housing and administrative effectiveness. However, the corresponding hypothesis indicated that there was significant relationship between quality staff housing and administrative effectiveness. Supporting the finding, Oluwunmi, Akinjare and Izobo-Martins (2012) affirmed that adequate provision of staff quarter accommodation buildings in a university have notable advantage such as: punctuality to classes as against having to come from outside the university campus, which most times, is prone to traffic congestion fostering continuous lateness to work and hamper effective administration of routine task. More so, in agreement with the findings of the study, Nawawi and Khalil (2018) reiterated that the provision of completed, well-designed and furnished staff building guarantee job satisfaction and administrative efficiency at all times.

Recommendations

Quality university transportation system should be made available by the university management for easy movement of staff and students to ensure that smooth discharge of responsibilities and prompt class attendance.

1. there should be adequate and quality staff quarters with good security architecture made available by the university management for staff to ease their access to university environment at anytime to execute their responsibilities without compromise to their safety.

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