

**HUMAN RESOURCE MANAGEMENT PRACTICE AND
WORKERS' JOB PERFORMANCE IN THE UNIVERSITY OF
UYO TEACHING HOSPITAL, AKWA IBOM STATE,
NIGERIA**

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ABSTRACT: Human resource management is central to every organization, because, no organization whether public or private can achieve its objectives without effective human resource management. Hence, this paper examined the relationship between selected human resource management (HRM) practices and workers' job performance at the University of Uyo Teaching Hospital (UUTH), Akwa Ibom State, Nigeria. A descriptive survey research design was used. The study population consisted of 2,090 staff members comprising (1,472 clinical staff and 618 nonclinical staff); with a sample size of 369 employees. To avoid sample bias and error, the study purposively studied the entire sample. The Instrument for data collection was a structured questionnaire. The data were analysed via Pearson's product moment correlation coefficient (PPMCC). The Statistical Package for Social Sciences (SPSS) (Version 23) software aided the data analysis. The findings of the study revealed a significant positive relationship between human resource management practices as staff welfare, training, recruitment, and promotion and the work performance of workers at the University of Uyo Teaching Hospital, although; some of these practices are inadequate. The study recommended that: hospital management should pay attention to staff welfare such as housing schemes, transport schemes, soft loans, recreational facilities and health insurance schemes, in the hospital. Similarly, the regular recruitment and promotion of staff members as well as capacity building through training and development in hospitals should be sustained to fill the gap created by retirement, retrenchment and resignation in the health sector for improved service delivery and professionalism.

Keywords: Human Resource Management (HRM), Workers' Job Performance, University of Uyo Teaching Hospital, Nigeria

INTRODUCTION

The altitude at which an organization hopes to accomplish its goals significantly depends on its strategies, practices and policy direction and human resources management is one of them and, neglects the adoption appropriate strategies as when necessary, adapting men to roles exposes such organizations to stagnation and to some extent labour turnover (Misau, Al-Sadat, & Gerei, 2020). The practice of adapting men to different occupational roles is one of the core functions of human resources management (HRM). The field recognizes that among the productive enterprises of: man, money and machine (M3), man occupies the central position, and that no goal can be achieved without the proper coordination of man and materials (Adefope, 2017).

Man as a veritable human resource, connotes individuals working in and for an organization. In this way, an organization must have the right number and types of employees who must be recruited, selected and placed in such a manner that they will be able to achieve the organizational goals; and these again, play other critical roles/ practices of the human resource management (Onafadeji, Ogunyemi & Alarape, 2017). Realizing the importance of employees, Khan, Khan and Khan (2011), opined that human resources are very important and serve as the backbone of every organization and that many organizations have invested heavily in human resources, because organizational productivity can be achieved only through human capital development. In support of this, Mthokozisi and Clifford (2015) affirmed that the commitment of employees could be a result of some human resource practices such as career development and training opportunities. As noted by Lejeune, Mercuri & Raemdonck, (2016), most organizations invests large amounts of their resources in employee self-development and career development and thus make the role of human resource management (HRM) quite consequential in organizations.

Since the early 1980s, the field of human resource management (HRM) has been in a state of rapid transition and is evolving. As the world continues to develop, profound changes have also taken place making the work space equally demanding and challenging. For example, the increase in technological innovations and other various social factors have made work organizations more complex and highly competitive and equally engender the effective management of human and material resources. The University of Uyo Teaching Hospital is an organization that is complex in both structure and management. Research on the importance of human resource practices in Third World nations such as Nigeria is sparse, and their influence on employee performance has not been thoroughly addressed in these countries especially in the healthcare literature (Zia-ur-Rehman et al., 2015).

The University of Uyo Teaching Hospital (UUTH), is located in Akwa Ibom State and is one of the public institutions in the country that is governed by the Federal Civil Service Commission with the mandate of providing healthcare services to people of Akwa Ibom State and its environs. Like every other public organization, the facility has a share in the annual budgetary allocations from the Federal Government for payments of staff salaries, staff training, recruitment and selection, welfare programmes and promotions among others, to deliver services and achieve competitive advantage. Recently, the institution has, like every other Nigerian healthcare institution, witnessed an exodus of healthcare workers to other countries of the world for better working conditions. In addition, there has been noticeable labor turnover in the facility because of worker dissatisfaction. This situation has posed serious labor concerns, as the Doctors - patient ratio have more than doubled, thereby causing burnout among the remaining doctors. Equally, the lack of commitment to work, absenteeism, diversion of patients to privately owned hospitals, and lateness to work have contributed to low morale and productivity among healthcare employees as well as an unstable industrial environment, as currently noted in the Joint Health Sector Unions (JOHESU).

It is therefore speculated that this problem may be connected with issues related to poor welfare packages of staff, lack of in-service training, lack of incentives, denial of promotion, poor salaries and remuneration and, by extension, poor human resources management practices. Against this backdrop, this study was undertaken to examine the relationship between human resource management practices and workers' job performance in the

University of Uyo Teaching Hospital, Akwa Ibom State, Nigeria. This provides answers to the following questions:

- i. Is there any significant relationship between staff welfare and workers' job performance?
- ii. To what extent is staff training related to workers' job performance?
- iii. Is employee recruitment correlated with workers' job performance?
- iv. What is the relationship between promotions and workers' job performance?

Research Hypotheses

To answer the problem statements, the study formulated the following hypotheses:

Ho¹: There is no significant relationship between staff welfare and workers' job performance.

Ho²: There is no significant relationship between staff training and workers' job performance.

Ho³: Recruitment and workers' job performance are not significantly correlated.

Ho⁴: Regular promotions and workers' job performance are not significantly related.

LITERATURE REVIEW

This section contains a review of the related literature and the theoretical model used in the study.

Staff welfare and workers' job performance

Poi (2020) examined employees' welfare packages and ways in which they can promote the performance of public organizations in Rivers State, Nigeria. The results of the study showed that the employees' welfare packages enjoyed by civil servants in Rivers State ranged from rent subsidies, transport allowances, and among others. The study revealed that adequate employee welfare packages could enhance staff performance by promoting job commitment and satisfaction as well as enhancing productivity and efficiency in the utilization of resources. The study recommended that the Rivers State Government should implement adequate welfare packages such as the new minimum wage and ensure that agreements reached with labor unions in the state are upheld to avoid incessant industrial disputes.

Additionally, Itodo and Abang (2018) conducted a study to examine the impact of staff welfare on the performance of police personnel at the Nigeria Police Academy, Wudil. The results revealed a positive relationship between staff welfare, staff turnover and staff productivity. On the basis of these findings, pragmatic efforts should be made to enhance personnel job capabilities through training, improved working conditions and general welfare to elicit job satisfaction and motivation to increase productivity.

Nevertheless, Muruu (2016) researched the effects of welfare programs on employee satisfaction in the public sector with a focus on the Public Service Commission. The study established the effects of compensation programmes, and safety and health programmes on

employee's satisfaction in the public sector. It was concluded that workers compensation programmes and safety and health programmes affected employee satisfaction in the public sector.

Similarly, Demirbag (2014) conducted a study on how health insurance influences the productivity of employees in an organization in Kwara State, Nigeria. The results indicated that the productivity of an employee was significantly related to insurance. The study concluded that employees who were given medical coverage tended to increase their productivity since the uncertainties related to medical emergencies were taken care of. This increases the motivation of employees, increases their loyalty to the organization, and increases productivity and output, which consequently enhances organizational performance.

Moreover, Tiwari (2014) carried out a study on employee welfare facilities and their impact on employees efficiency at Vindhya Telelinks Limited Rewa in India. The study established that the employee welfare facilities provided by the company to employees are satisfied and it is commendable, but still of scope is for further improvement; so that efficiency, effectiveness and productivity can be enhanced to accomplish the organizational goals. Additionally, health, safety and welfare are measures for promoting the efficiency of employees. The various welfare measures provided by the employer will have immediate impacts on the health, physical and mental efficiency, alertness, morale and overall efficiency of the worker and thereby contribute to higher productivity.

In addition, a study conducted by Osibanjo, et al (2014) on compensation packages as a strategic tool for employees' performance and retention, concluded that vehicle loans; and meal and house allowances significantly influence employee satisfaction and the employee retention rate. The findings indicate that employee allowances are practical since they are less costly to organizations compared than unrest and diminished productivity. Organizations offer housing or house allowances to enable employees' access decent housing while executing their official duties. The study recommended travelling allowances and other incentives for employees as essential components in enhancing employee satisfaction and increased productivity.

Similarly, Millan's (2013) study on the determinants of job satisfaction using a comparative analysis of European self-employed and paid employees indicated that satisfied employees performed better than those who were not satisfied. The study concluded that low satisfaction leads to absenteeism, resignation and job separation. Employers have found that allowances are highly desired by employees. Additionally, both self-employed individuals and employees who have experienced recent unemployment tend to be less satisfied with their jobs in terms of both type of work and job security. The study recommended that paid employees be adequately motivated through the provision of incentives; whereas, self-employed individuals should motivate themselves through seriousness and consistency in savings.

Staff training and workers' job performance

Mdhlalose (2020) evaluated the impact of training and development on organizational performance from the Department of Economic Development in Gauteng Province. The findings revealed that training and development have positive effects on the performance of employees in an organization. The study recommended that most organizations adopt

Kirkpatrick's model for evaluating training programs, skills, and knowledge gained from training.

Edeh and Nwaji (2019) also examined the association between employee training and the organizational performance of Deposit Money Banks (DMB) in Abia State, Nigeria, among cross-sections of bankers. The study revealed that employee training has a positive significant relationship with organizational performance as employee training measured in terms of on-the-job training and off-the-job training promotes the organizational performance of deposit money banks. The study recommended that bank executives should encourage on-the-job training to increase the skills of their employees so that organizational performance can be achieved; and *that* managers and other financial institution administrators should equally adopt both on-the-job training and off-the-job training for enhancing organizational performance.

Janes (2018) studied on the impact of employee training on organizational performance with particular focus on drilling companies in the Geita, Shinyanga and Mara Regions in Tanzania, and discovered that employee training has a significant effect on the performance of drilling companies. It is recommended that drilling companies develop proper and effective training and development policies that will guide their training procedures and help in the implementation of training strategies for improved staff performance.

In their study on the effects of organizational training on the job satisfaction and individual performance of Ahwaz Oil Company Employees, Karimi and Nejad (2018) noted that the quality of organizational education and job satisfaction have a positive and significant effects on employees' performance. Additionally, the positive effect of organizational training quality on job satisfaction has also been proven. It was suggested that during training, in addition to training skills, employees will be empowered in terms of how to transfer knowledge and information to other colleagues.

In his study on the impact of training and development on employee performance in the Radisson Blu Anchorage Hotel, Adefope (2017) discovered that the various trainings undergone in the hotel have impacted employee performance and that management needs to look into the training packages. The findings also revealed that; most of the employees believed that training and development were effective tools for both personal and organizational success. The study recommended that it is vital to evaluate training to assess its effectiveness in producing the learning outcomes specified when the training intervention is planned, and to indicate where improvements or changes are required to make the training even more effective.

In his study on the impact of human resource development on organizational effectiveness on Akwa Ibom State College of Education, Afaha Nsit, Udofia (2016) discovered that staff training and retraining, prompt the payment of staff salaries and improved staff welfare programs had a significant relationship on organizational effectiveness. The findings suggest the need to prioritize the attention to continuous training and retraining of staff, prompt the payment of staff salaries and other emoluments and improve the existing staff welfare programs at the College.

Malaola and Ogbuabor (2013) also investigated the effects of training and manpower development on employees' productivity and organizational performance among employees

of the First Bank of Nigeria Plc. The findings revealed that the majority (70%) of the employees agreed that training and manpower development effectively enhanced their efficiency and job productivity. Additionally, the majority (80%) of the employees overwhelmingly agreed that training and manpower development enhanced organizational performance. The study recommended that the First Bank should conduct training needs assessment periodically, to ensure that the right training is given.

Recruitment and workers' job performance

Akyuz and Opusunju (2019) studied the effects of recruitment and selection on employee performance in the Diamond Bank Plc, FCT, Abuja, and revealed that there was a significant positive relationship between recruitment and employees performance in the Diamond Bank Plc Branches in Abuja. Additionally, there is a significant positive relationship between selection and the performance of employees in all the bank branches in Abuja. The study concluded that improvement in the recruitment and selection process will improve the performance of employees in Diamond Bank branches in Abuja.

Similarly, Zirra, Ogbu and Ojo (2017) examined the effects of recruitment and selection strategies on the employee performance in selected manufacturing companies in Nigeria. The study revealed that the use of recruitment agencies and internal employee recommendations in the recruitment/selection process enables organizations to recruit committed and productive employees whereas, recruitment through the influence of the host community leads to organizational inefficiency. The study therefore; recommended that organizations make use of employment agencies in the act of recruitment and selection but should be open to disclosing the job description and responsibilities to them.

Omoankhanlen and Ikeobi (2017) studied human resources management practices and employee turnover of cable communication firms in Port Harcourt-Nigeria reported positive correlations between recruitment and selection, training and development, compensation and benefit, performance management, career development, employee relationship management and turnover. the institutionalization of human resources management practices was recommended to help reduce employee turnover.

In the case of Adam, Stella, Szumbah and Agasa (2016) examined the effects of recruitment and selection on the performance of public water utilities in Tanzania. The data revealed a statistically significant relationship between recruitment and selection on the performance of public water utilities. The study recommended that due diligence, recruitment and selection policies and strategies to be put in place in public water utilities to guide the process of recruitment and selection.

Ekwoaba, Ikeijie and Uforma (2015) studied on the effects of recruitment and selection criteria on organizational performance among employees of Fidelity Bank Plc; Lagos revealed that recruitment and selection criteria have significant influence on organizations' performance. The study suggests that when designing and instituting recruitment and selection criteria quality should not be compromised. This is more so as the right type of labour is hard to come by. Furthermore, given that the organizational environment is ever changing, the bank's management is implored to constantly evaluate the bank's selection methods on the basis of their validity, impartiality, scope of usage, and cost.

Regular Promotion and Workers' Job Performance

Ojobo, Ibrahim and Ternenge (2020) investigated the influence of promotions and prompt salary payments on the job performance of library personnel in University libraries in Nasarawa State. This study revealed that promotions and regular salary payments have influence the job performance of library personnel in University libraries in Nasarawa State. Notably, for improved and better performance among library personnel, university authorities should consider the promotion of library personnel a priority, as it has been found to be factor influencing workers' performance.

A related study conducted by Agba, Mboto and Agba (2013), on wages or other conditions as a critical assessment of factors in worker performance from four organizations in several selected geo-political zones in Nigeria; noted that; employee job performance is greatly influenced by regular and good wages, followed by a conducive work environment, the availability of internet facilities, good libraries, recognition and awards, regular promotions, training opportunities, access to medical care and communication flow. The study posited that these motivating factors, as identified in the study, should not be ignored by managers, since each provides workers with a level of stimulant that propels them into maximum performance in work organizations.

Additionally, a study by Abdul, Sarpan and Ramlan (2018) on the influence of promotion and job satisfaction on employee performance revealed that, there is a significant positive influence between the implementation of promotion and employee performance; thus, the better the implementation of promotion, is greater the degree of performanc. The study concluded that, the promotion of the Makassar government region has been in accordance with the field and expertise; but needs to be considered in terms of creativity in the context of implementing promotion and placement so that employees who are promoted to be satisfied and the wheel of the organization and the company will run well.

Research by Haryonoa, Supardib and Udina (2020), on the effects of training and job promotion on work motivation and its implications for job performance, with evidence from Indonesia equally, revealed that (a) training and promotion had a positive and significant effect on work motivation; (b) training, promotion and work motivation had a positive and significant effects on job performance and (c) work motivation did not play a significant role in mediating the effects of training and job promotion on job performance. While job promotion had a more dominant direct effect than training in improving employee job performance, efforts to improve employee job performance would be more productive by providing job promotions to employees. The study emphasized the importance of regular job promotion for motivation and improved job performance.

Hidig (2014) examined promotion policy and employee performance in Golis Telecommunication Company in Dhahran District, Punt land, Somalia, and the results revealed that regular promotion policies had a positive and significant relationship with employee performance. It was found that horizontal promotions in organizations should be accompanied by reasonable pay raise. Whenever someone is promoted, more financial incentives should be provided. This physical acknowledgement serves to raise the standards of the employee in question.

Theoretical Models

Two theoretical models, the human resource management and health capital theory help explain the issues under study.

Human Resource Management Model by Raymond Miles (1965)

The theory of human resource management was developed by Raymond Miles in 1965. Miles argued that the labour force has untapped resources and that every employee comes into a firm with several different resources that can be tapped by management to increase overall production. These include physical energy and skills, self-direction, capabilities and creativity to enable the organization to maximize employee performance. The main purpose of the manager is to focus on controlling and directing employees as well as making major decisions on the basis of human resource skills and capabilities of the organization. Miles and Ritchie (1971) explained that most firms have untapped human resources and encouraged their participation to achieve organizational performance and productivity. The implication of this model is that, the Management of the University of Uyo Teaching Hospital needs to appreciate the fact that all employees (clinical and nonclinical) are reservoirs of untapped resources and therefore, the need to invest heavily in their development via a variety of strategies, such as training, regular recruitment, attractive welfare packages, good remuneration and salary as well as regular promotion without bias to bring out the best in them.

Human Capital Model of Becker (1993)

The human capital theoretical model was first developed by G. S. Becker to explain the utilization of human capital for economic progress. This theory opined that the organization grows its internal resources only when it spends money in improving the skills of its employees, which yields productivity later (Becker, 1993).

The recognition of the vital role played by human capital in organizations has resulted in more firms investing heavily in this resource. This model has implications for the study; it points to the fact that; improved performance and effective and efficient service delivery at the University of Uyo Teaching Hospital is contingent upon staff welfare, training, prompt payment of salaries/remuneration, regular promotion of staff, and regular recruitment of competent employees into the workforce.

METHODOLOGY

Research Design / Area of the Study

The study used descriptive survey research design to collect data from a cross section of the study population. The study was carried out at the University of Uyo Teaching Hospital (UUTH), which is located in Uyo, Akwa Ibom State.

The Hospitals are tertiary health institutions that play a leading role in providing effective health care services to the people of Akwa Ibom State and its neighboring states. It has the following departments: Administration, Finance and Supplies, Internal Medicine, Nursing Services, Pediatrics, Obstetrics and Gynecology, Pharmacy, Family Medicine, Mental Health,

Anesthesiology, Histopathology, Ophthalmology, Ear, Nose and Throat (ENT), Community Health, Dental, Health Information Management and Radiology. Others are: surgery, pediatric surgery, plastic surgery, orthopedic and accident and emergency.

Population /Sample of the Study

The population of this study consisted of all 2,090 employees of the University of Uyo Teaching Hospital (UUTH) found in the Nominal Roll as of February, 2024. It is composed of 1,472 clinical staff and 618, nonclinical staff. The Sample size was determined via the formula of Kothari and Garg (2019). See Appendix A:

Sampling Technique

To have a representative sample of staff and departments, all the clinical staff constituting 260 (70.43%) and nonclinical staff constituting 109 (29.57%) were purposively selected for the study. By doing so, biases and errors that may have arisen during sample selection were eliminated.

Instrument and Method of Data Collection

The instrument for data collection was a questionnaire. A total of 369 questionnaires were distributed to the respondents via the help of heads of units/ departments and two (2) research assistants (RAs). The questionnaire was designed in sections. Section 'A' had 9 questions that collected information on the demographic characteristics of the respondents, whereas Section 'B' had 20 items with a nominal level of measurement ('Yes' or 'No') specifically to elicit information on substantive issues.

Method of Data Analysis

The socio-demographic data were presented via frequency tables and percentages, whereas the hypotheses were tested using Pearson's product moment correlation coefficient (PPMCC). The Statistical Package for Social Sciences (SPSS, Version 23) software aided the data analysis.

DATA PRESENTATION

Out of 369 questionnaires administered to the respondents, 365 were retrieved and found to be usable. This represented a 99% response rate for the administered questionnaire.

Table 1: Demographic characteristics of respondents at UUTH, Uyo (n =365)

Variables	Frequency	Percentage
Sex:		
Male	162	44.4
Female	203	55.6
What is your Age bracket?		
18 -23	56	15.3
24- 29	79	21.6
30 – 35	120	32.9

36 – 41	66	18.1
46 and above	44	12.1
Marital status:		
Single	134	36.7
Married	198	54.3
Separated /divorced	23	6.3
Widowed	10	2.7
Religious affiliation:		
Christianity	315	86.3
Islam	18	4.9
African Traditional Religion	20	5.5
Others (Eckankar)	12	3.3
Educational qualification:		
SSCE/O' Level	55	15.1
ND/NCE	37	10.2
First Degree	175	47.9
Masters/ PhD	98	26.8
Category of worker:		
clinical staff	210	57.5
nonclinical staff	155	42.5
Years in Service:		
1-10 years	153	41.9
11-19 years	82	22.5
20 - 29 years	75	20.5
30 years and above	55	15.1
Household size:		
1-3	83	22.7
4-6	199	54.5
7-9	48	13.2
10 and above	35	9.6
Income level:		
N30,000 - N50,000	45	12.3
N51,000 - N70,000	77	21.1
N71,000 - N90,000	93	25.5
N100,000 and above	150	41.1

Source: Field survey, 2024

Table 1 show that the majority (55.6%) of the respondents were female employees. The highest numbers of respondents (32.9%) were in the age bracket of 30 -35 years. The majority of the respondents were married (54.3%). The majority of the respondents were Christians (86.3%). Most of the respondents had a first degree (47.9%). The majority of the respondents were clinical staff members (57.5%). The highest number of respondents had between 1-10 years in service (41.9%). The majority of the respondents had between 4 and 6 household members (54.5%), while; most of the employees with income levels between N100, 000 and above accounted for (41.1%) of the sample.

Data analysis and test of hypotheses

The data obtained were subjected to SPSS software (version 20.0) via Pearson's product moment correlation coefficient. The SPSS outputs were used to test the null hypotheses at a significance level of 0.05.

Staff welfare and workers' job performance

HO1: There is no significant relationship between staff welfare and workers' job performance.

Table 2: PPMC analysis on staff welfare and workers' job performance

		Workers' job performance	Staff welfare
Workers' job performance	Pearson correlation	1	-1.00**
	Sig. (2-tailed)		.000
	N	365	365
Staff welfare	Pearson correlation	-1.00**	1
	Sig. (2-tailed)	.062	
	N	365	365

** Correlation is significant at the 0.05 level (2- tailed).

The results of the Pearson's product moment correlation (PPMC) analysis in Table 2 revealed a p - value of .000 and a correlation coefficient (r) of -1.00 which means that there is a very strong positive relationship. This result shows that the p -value of .000 is lower than -0.05; therefore, the null hypothesis is rejected, leading to acceptance of the alternate hypothesis. This implies that there is a significant positive relationship between staff welfare and workers' job performance in the University of Uyo Teaching Hospital, Uyo.

Staff training and workers' job performance

Ho2: There is no significant relationship between staff training and workers' job performance.

Table 3: PPMC analysis of staff training and workers' job performance

		Workers' job performance	Staff training
Workers' job performance	Pearson correlation	1	-1.000**
	Sig. (2-tailed)		.000
	N	365	365
Staff Training	Pearson correlation	-1.000**	1
	Sig. (2-tailed)	.000	
	N	365	365

** Correlation is significant at the 0.05 level (2-tailed).

The results of the PPMC analysis in Table 3 revealed a p-value of .000 and a correlation coefficient (r) of -1.000, which means that there is a statistically positive relationship between the two variables. Since this result shows that the p -value of .000 is lower than 0.05; the null

hypothesis is rejected, leading to acceptance of the alternate hypothesis. There is therefore a statistically significant positive relationship between staff training and workers' job performance at the University of Uyo Teaching Hospital, Uyo.

Recruitment and workers' job performance

H03: Recruitment and workers' job performance are not significantly related.

Table 4: PPMC analysis on relationship between recruitment and workers' job performance

		Workers' job performance	Recruitment
Workers' job performance	Pearson correlation	1	-1.000**
	Sig. (2-tailed)		.000
	N	365	365
Staff training	Pearson correlation	-1.000**	1
	Sig. (2-tailed)	.000	
	N	365	365

** Correlation is significant at the 0.05 level (2-tailed).

The results of the PPMC analysis in Table 4 revealed a p-value of .000 and correlation coefficient (r) of -1.000 which means that there is a very strong negative relationship. For the test of Hypothesis I, if the p-value is less than 0.05, the null hypothesis is rejected. However, if the p-value is greater than 0.05, the null hypothesis is retained. This result shows that the p-value of .000 is lower than 0.05; therefore, the null hypothesis is rejected, leading to acceptance of the alternate hypothesis. This implies that there is significant positive relationship between recruitment and workers' job performance at the University of Uyo Teaching Hospital, Uyo.

Promotion and Workers' Job Performance

Ho4: Promotion and workers' job performance are not significantly related.

Table 5: PPMC analysis of regular promotion and workers' job performance

		Workers' job performance	Promotion
Workers' Job Performance	Pearson correlation	1	-1.000**
	Sig. (2-tailed)		.000
	N	365	365
Staff Training	Pearson correlation	-1.000**	1
	Sig. (2-tailed)	.000	
	N	365	365

** Correlation is significant at the 0.05 level (2-tailed).

The results of the PPMC analysis in Table 5 revealed a p-value of .000 and a correlation coefficient (r) of -1.000, which means that there is a statistically significant positive relationship between promotions and workers' job performance. This result shows that the p-value of .000 is lower than 0.05; therefore, the null hypothesis is rejected, leading to

acceptance of the alternate hypothesis. This implies a statistical relationship between regular promotion and workers' job performance at the University of Uyo Teaching Hospital, Uyo.

DISCUSSION OF FINDINGS

This study revealed that there is a statistically significant positive relationship between staff welfare and workers' job performance. The employees of the hospital agreed that there is a relationship between staff welfare and job performance, but the majority of them believed that there are limited staff welfare schemes in the hospital. In addition to health insurance schemes and recreational facilities for all employees, only resident medical doctors enjoy halls of residence in view of emergencies. The study revealed that adequate employee welfare packages could enhance staff performance by promoting job commitment and satisfaction as well as enhancing productivity and efficiency in the utilization of resources. This is in agreement with the findings of Poi (2020), Itodo and Abang (2018) Tiwari (2014) and Osibanjo et al. (2014) who established the relationship between welfare schemes and the job performance of workers earlier in the literature. Welfare schemes such as accommodations, rent subsidies, transport schemes, canteen services and meal tickets, among others, in hospitals could help employees and promote effective jobs performance. Equally, welfare schemes provided by management to employees will have an immediate impact on health, physical and mental efficiency, and alertness, and increase the morale and overall efficiency of workers.

This study revealed that there is a statistically significant positive relationship between staff training and workers' job performance. The majority of the employees affirmed that the hospital management encouraged training for staff to increase workers' capacity, which improved their productivity; however, they were not satisfied with the frequency of training in the hospital, which affected their performance. Mdhlalose (2020), Edeh and Nwaji (2019), Karim, Choudhury and Latif (2019) and Adefope (2017) previously reported the relationship between workers' training and productivity. Additionally, a study by Karim, Choudhury & Latif (2019) confirmed that training and development result in increased performance by employees. This study revealed that the training and development of all staff members are germane and should be periodic to update and acquaint employees of the best practices in their areas of competency. In other words, professionalism through training and development should be core human resource practice in hospitals.

This study also revealed that there is a statistically significant positive relationship between the recruitment of qualified and competent workers and job performance. The results corroborate those of Akyuz and Opusunju (2019) who pointed to the significant positive relationship between recruitment and employee performance. The employees of the University of Uyo Hospital; affirmed that regular recruitment on the basis of competency, regular posting and job rotation of staff recruited within units affects workers' job performance. An earlier study by Zirra, Ogbu and Ojo (2017) revealed that the use of a recruitment agency and internal employee recommendation in the recruitment/selection process enables organizations to recruit committed and productive employees whereas recruitment through the influence of the host community leads to organizational inefficiency. Similarly, Ekwoaba, Ikejije and Uforma (2015) noted that recruitment and selection criteria significantly influence performances. Hence, this study surmised that, to maintain recruitment standard in the hospital, the design and implementation of recruitment and selection criteria should not be compromised.

This study further revealed that there is a statistically significant positive relationship between regular promotions and workers' job performance. At the University of Uyo Teaching Hospital, the majority of the respondents agreed that they enjoy regular promotions with salary increase which has improved their job performance, although; some of them complained of being owing some allowances. This finding has supported earlier findings of Ojobo, Ibrahim and Ternenge (2020), Agba, Mbotto and Agba (2013), and Abdul, Sarpan and Ramlan (2018), who revealed that there is a significant positive influence between promotion and employee performance.

Conclusion

This study investigated human resource management practices and workers' performance at the University of Uyo Teaching Hospital, Uyo. The Findings of this study, revealed a statistically significant positive relationship between staff welfare, training, recruitment, regular promotion and workers' job performance at the University of Uyo Teaching Hospital. This study further revealed that some human resource management principles have been used extensively by the hospital management and have been found to increase the productivity of the employees, however, many more principles need to be used to promote the optimal performance of workers.

Recommendations

On the basis of the findings of this study, the following recommendations are made:

1. Hospital management should focus more on staff welfare schemes, since the current schemes are inadequate. The construction of more staff quarters and halls of residence for employees, especially; clinical staff can lead to rapid responses during emergencies. Provision of staff buses at reduced fare would address issues of absenteeism and lateness to work. More recreational facilities such as a Mess and staff club, and health insurance schemes will help improve the job performance of hospital employees.
2. Since training and retraining of staff have been found to affect job performance and human-capital development programs, as a core human resource management practice, to ensure the professionalism of employees, more emphasis should be placed on in-service training, workshops, seminars, conference attendance and membership of professional bodies, which should be considered a criteria for the promotion and upgrading of employees in hospitals.
3. Promotion has been found in studies to be correlated with and extract performance from employees; hence, regular promotion should be sustained. As a vital human resource management practice, a lack of promotion and upgrading by employees often leads to stagnation, despair and dissatisfaction among employees and, in turn affects their productivity and career progress.
4. Recruitment and personnel selection of employees have also been discovered to correlate with job performance; therefore, hospital management must sustain the human resource management principle of ensuring the regular recruitment and selection of competent employees, using experts in the field (Agencies) of HRM. This will promote efficiency and reduce waste in the organization.
5. Above all, the Hospital Management Board needs to promote participatory democracy in its decision-making process by enlisting through periodic meetings, the ideas of

unit heads/departments of the hospital. This will serve as feelers of the challenges they face and chart better prospects for human resource management practices.

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Appendix A : Kothari and Garg formula for sample size determination

$$n = \frac{Z^2_{\alpha/2} \cdot P \cdot q \cdot N}{e^2 (N-1) + z^2 \alpha/2 \cdot p \cdot q}$$

where:

n= Sample size;

N= Size of population;

$Z^2_{\alpha/2} = 1.96$ (the value of the standard variant at the 95% confidence level)

e = 0.05 (acceptable error assumed at 5%)

p = 0.5 (Sample proportion)

$$q = 1-p$$

Therefore,

$$n = \frac{1.96^2 \times 0.5 \times 0.5 \times 2090}{0.0025 (2090-1) + 1.96^2 \times 0.5 \times 0.5}$$

$$n = \frac{3.8416 \times 0.25 \times 2090}{5.2225 + 0.9604}$$

$$n = \frac{2007.236}{5.44}$$

$$n = 368.97$$

$$n = 369.$$