

MANPOWER DETERMINATION AND ACADEMIC STAFF JOB PERFORMANCE IN NIGERIAN UNIVERSITIES

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Abstract

The study examined manpower determination and academic staff job performance in Nigeria universities. It looked at how manpower determination is related to the performance of academic staff in Nigerian Universities. The descriptive survey design was used for this study. The population of the study consisted of 154 Deans, 849 Heads of Department and 11,828 academic staff in Southwest Nigeria Universities. The sample was one thousand eight hundred (1,800) respondents, comprising 20 Deans, 70 Heads of Department and 1,710 academic staff. Multistage sampling procedure which involves simple random sampling, stratified random sampling and proportional stratified random sampling technique were used to select them. Two self-designed instruments were used namely, Questionnaire on Manpower determination (QMD) for academic staff and Job Performance of Academic Staff Questionnaire (JPASQ) for Deans and Heads of Department. To establish the reliability of the instruments, the test-retest method was used. The coefficient of the test was 0.74 and 0.71 for QMD and JPASQ respectively which were found to be reliable. The data collected were analyzed using descriptive and inferential statistics such as percentage; mean and standard deviation and Pearson's product moment correlation. The hypothesis formulated was tested at 0.05 level of significance. The study revealed that manpower determination is significantly related to the performance of academic staff. Based on the findings of this study, it was recommended that the administrators should pay attention to the quality of the personnel to be hired into the university system so as to be able to conduct effective research and be more productive. The administrators should also endeavour to select the best candidates during recruitment and have orientations with them so as to adapt easily into the system. The school management should also encourage the selected candidates and guide them well during the probation period for greater performance. It was further recommended that administrators should evaluate the ability of the academic staff regularly and give them feedback after evaluation. Human resource administrators

should also motivate and incentivise the academic staff through regular payment of salary emoluments and remunerations.

Keywords: Manpower, Academic Staff, Job Performance, School Managers and Nigerian Universities.

Introduction

The influence of manpower determination on the job performance of staff in any organization cannot be over emphasized. Manpower determination, also known as recruitment is the process of attracting qualified persons to apply for job openings in the organization. It is the first step in the process of filling a vacancy in an organization. One of the factors that may be responsible for low performance of the academic staff in any university could be manpower determination or the selection process. In the past, personnel were brought to Nigerian Universities from outside the country during the time of the missionaries. At the same time graduates who obtained first class at first degree level were retained as graduate assistants to do proper academic work as trainees in the universities. These candidates worked in the universities and rose to the level of professors. At that time, those in the academia were simply the best. Brewster and Mayrhofer (2012) assert that recruitment and selection processes are crucial as they ensure that the right staff are recruited into the organization thereby helping the institution to meet its short-and long-term objectives. Recruitment and selection are totally different from one another. Recruitment is a way of gathering qualified candidates as much as possible for a vacant position, while selection means choosing the best candidate out of the majority.

In the Universities, human resource managers such as Deans and Heads of Department may not pay attention to steps in manpower recruitment, which is key to effective performance. The quality of the manpower will reflect in the school's overall performance. Recruitment is a process of bringing in new members to a system. It is expected that such personnel have the required experience, certificates and perform excellently well in the written and oral interviews. Proper orientation or integration is required from the human resource managers to enable the newly employed members fit into the system with ease. In the universities today, it appears that staff are employed out of sympathy or because of patronage at the expense of competence one. This type of personnel may not be able to perform well in the area of teaching, research and community services for lack of competence. Mathis and Jackson (2008) are of the opinion that performance of organizations could be adversely affected if manpower selection procedures are poorly executed. The absence of good manpower selection procedures could lead to dysfunctional or negative organizational outcomes. Based on practical insights, selecting wrong and

incompetent people for the organization can produce long-term negative effects like high training costs, loss of goodwill or reputation, increased labour turnover and loss of profitability and performance. Lawrence and Robert (1989) are of the opinion that the recruitment process involves identifying and attracting qualified candidates for current and future jobs: it is a process of developing and maintaining adequate sources for filling human resource needs.

Sheikh (2003) agrees with Lawrence and Robert. To him, recruitment and selection are the two ways of hiring people for the organization as per need. It involves searching, evaluating, obtaining acceptance from the prospective employee and placing him to fill a vacant position in the organization. The degree/volume of recruitment also depends on the wages and salary structure, benefits on the privileges which the job carries and the existing kind of environment prevailing in the organization, technological and labour management relations. Recruitment involves all prospective applicants for job positions in the organization. Chidi (2014) investigated the effect of selection practices on performance of unionised organizations in the Food, Beverage and Tobacco Industry in Lagos State. The study revealed that, selection practices exhibited positive and significant relationship with all measures of performance. The study of Abraham (1998) revealed that work experience has no effect on job performance in an organization. This implies that in recruiting personnel, work experience may not necessarily be a criterion.

Willie (2010) opines that a good recruitment programme is one that is properly planned and well operated. Poor recruitment efforts could lead to the selection of poor applicants that can affect performance. The research by Akhigbe (2013), which investigated the relative influence of human resource planning on the effectiveness and efficiency of organization showed that, there is a shortage of intellectual human resource professionals in Nigerian organizations. Those who currently assumed the function of human resource managers know little or nothing about the functions of the position which they currently occupied. However, the work of Ofori and Aryeetey (2011) revealed that human resources managers and officers still do not consider recruitment and selection as important tasks within the human resource department. Perhaps this is the reason why institutions complain that it is difficult to find suitable candidates for job openings. Willie (2010) proposed proper manpower planning as the first step to be taken before any recruitment and selection can take place. If this is carefully attended to, it has a lot of potential advantage. To him, manpower planning is a two-phased process because manpower planning not only analyzes the current human resources but also makes manpower forecasts and thereby draws employment programmes. Manpower Planning is advantageous to firm in following manner: Shortages and surpluses can be identified so that quick action can be taken to effect the necessary adjustments wherever they are required.

The study of Lavigna (1992) reveals that it is better to base employee screening/selection decisions on specific job-related knowledge, like skills and abilities, instead of relying primarily on background characteristic "signals." However, Arvey (2006), revealed that major field of specialization of candidates is closely related to employees' job performance. According to Aswathappa, (2009) human resource practitioners do not follow their institution's specified recruitment and selection processes in the appropriate manner. Hence, institutions experience high labour turnover, high staff absenteeism, job reworks, high training expenses, labour unrest and low job performance. The study conducted by Lavigna (1996) on Innovation in Recruiting and Hiring: Attracting the Best and Brightest to Wisconsin State Government which was aimed at using computer-based text to select the best candidates. Found that even in this era of public sector reorganization and downsizing, hiring the best and the brightest candidate is critical. He concluded that, when hiring is limited, it is more important than ever to ensure that when government does recruit, it attracts and hires talented people to improve job performance. Nevertheless, Kanyemba, Gervase and Iwu (2015) are of the opinion that recruitment and selection processes impact performance; hence management must adopt best practice for these crucial human resource functions.

Objective of the Study

The purpose of this study was to examine how manpower determination influences the job performance of academic staff in Nigerian Universities. Thus, the study examined how manpower determination and job performance of academic staff in Nigerian Universities are related.

Research Hypothesis

The following hypothesis was formulated for the study:

1. There is no significant relationship between manpower determination and job performance of academic staff in Nigerian universities.

Methodology

The study made use of descriptive research of survey design. The population of this study consisted of 154 Deans, 849 Heads of Department and 11,828 academic staff in Southwest Nigeria Universities.

The sample of this study was (1,800) respondents, comprising 20 Deans, 70 Heads of Department and 1,710 academic staff which were randomly selected from the universities chosen for this study. Multistage sampling procedures which involved simple random sampling, stratified random sampling and proportional stratified random sampling techniques were used to select Osun, Oyo and Lagos states, universities (University of Ibadan, Obafemi Awolowo University, University of Lagos, Osun state University, Ladoke Akintola University and Lagos

State University) and academic/administrative staff who were the respondents for the study.

Two sets of self-designed instruments were used for this study. The first instrument was a Manpower Determination Questionnaire (MDQ). The second instrument was Job performance of Academic Staff Questionnaire (JPASQ). These were used to collect relevant data from the subjects. The instruments were validated based on the judgments of experts in Educational Management and Measurement and Evaluation in University of Ibadan. Reliability coefficients of 0.74 and 0.71 were obtained for MDQ and JPASQ respectively. One hypothesis was formulated. The data was analyzed using frequency counts, percentage, mean, standard deviation and Pearson Moment Correlation Coefficient. The hypothesis was tested at 0.05 level of significance.

Results

Hypothesis 1:

1. There is no significant relationship between manpower determination and job performance of academic staff in Nigerian universities.

In testing the hypothesis, scores relating to manpower determination were computed using items on MDQ while job performance of academic staff scores were computed using items on JPASQ. The scores (Manpower Determination and Job performance of academic staff) were subjected to statistical analysis using Pearson Product Moment Correlation at 0.05 level of significance. The result is presented in table 1.

Table 1: Pearsons Product Correlation of Manpower Determination and Job Performance of Academic Staff

Variable	N	Mean	SD	r-cal	r-table
Manpower Determination	1495	21.30	3.945	0.589*	0.195
Job Performance of Academic Staff	1495	113.00	9.061		

*P<0.05

Table 1 revealed that the relationship between manpower determination and performance of academic staff is statistically significant at 0.05 level. ($r = 0.589$; $p < 0.05$). Thus, the null hypothesis is rejected. This implies that there is significant relationship between manpower determination and job performance of academic staff. Therefore, there was a positive relationship.

Discussion

The finding of this study showed that there was significant relationship between manpower determination and job performance of academic staff. The finding showed that there was significant relationship between job performance of academic staff and manpower determination. The implication is that the nature of staff recruited must determine their job performance. What could be responsible for this finding may be the fact that manpower determination is the foundation of all other human resource activities in the universities. The finding is in agreement with the views of Chidi (2014) and that of Arvey (2006) that selection practices exhibited positive and significant relationship with all measures of performance. Also, it is in agreement with Lavigna (1996) and Ariss and Timmins (2009) that educational level is positively related to job performance. However, the finding is in disparity with the study of Abraham (1998) which arrived at the conclusion that in recruiting personnel, work experience may not necessarily be a criterion for job performance.

Conclusion

Through effective manpower planning, organisations and institutions are able to allocate its human resource and utilize them efficiently. The organisational goals can therefore be achieved through effective allocation and utilization of its human resource. Based on the findings of this study, it can be concluded that the manpower determination of southwest universities in Nigeria is an important factor which if not given the adequate attention would affect academic staff job performance.

Recommendations

- 1 In view of the fact that manpower determination is significantly related to academic staff job performance, University managers should pay attention to the quality of the manpower to be hired into the university system so that they will be able to do effective research and be more productive in teaching and community services.
- 2 The university managers should also endeavour to select the best applicants during recruitment and have orientation for the staff so that they will adapt easily into the system.
- 3 University administrators should encourage selected applicants and guide them well during the probation period for a higher level of job performance.

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