

# **E**FFECT OF HUMAN RESOURCE PRACTICE ON SERVICE DELIVERY IN NIGERIAN POSTAL SERVICE

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## **ABSTRACT**

***T**his study is aimed at investigating the effect of effect of human resource practice on service delivery in Nigerian Postal Service. five research questions , objectives and hypotheses were presented out of the objectives and established for the study. A review of related literature was embarked upon. The population was 300 employees and sample size of the study was 169, the instrument used for the collection of data was the questionnaire. The question was designed for secretaries, executives and subordinate. A total of 169 copies of questionnaires were administered to the respondents and all the copies were returned for the analysis. Based on the data analyzed the findings, it was stated that employees training and development practices, compensation management*

## **Introduction:**

Human resource management (HRM) is defined as strategic and coherent approach to the management of an organization's most valued assets – the people working there who individually or collectively contribute to the achievement of its objectives, (Armstrong, 2006). Byars and Rue, (2004) regard HRM as those activities designed to provide for an organization with the necessary Human Resources (HR) since this represents one of its largest investments. Much of the national income is used to

*practices and performance management systems has positive and significant effect on service delivery in Nigerian Postal Service. Recruitment and selection practices and employee safety, health and welfare has no significant effect on service delivery in Nigerian Postal Service. From the findings in this research, the study puts forward several recommendations to help improve the standards of Nigerian Postal Service service delivery in Adamawa state through human resource management.*

**Keywords:** *performance management, HRS practice, Nigerian Postal Service*

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**C**ompensate employees hence the value of an organization's human resources frequently becomes evident when the organization is sold. Often the purchase price is greater than the total value of the physical and financial assets. The difference, sometimes called goodwill, partially reflects the value of an organization's human resources. Senyucel, (2009) sees HRM as a combination of people centered management practices that recognizes employees as assets and geared to creating and maintaining skillful and committed workforce for achieving organizational goals. On the other hand Beardwell and Claydon, (2004) regard HRM as the philosophy, policies, procedures and practices related to the management of people within an organization.

Human Resource Practices in most organizations derive from the major roles to be carried out. Most scholars agree that the roles fall under two main categories namely; - operational and managerial roles. Operational roles of HRM refer to those tasks and duties performed in both large and small organizations to provide for and coordinate human resources. They encompass a variety of activities that significantly influence all areas of an organization. The society for Human Resource management (SHRM) has identified seven major functions of HRM. These include;- Human Resource Planning, Recruitment and Selection, Human Resource Training and Development, Compensation Management, Safety and Health, Performance Appraisal and Employee and Labour Relations, (Byars and

Rue, 2004). This study will focus on five of these practices namely: Recruitment and Selection, HR Training and Development, Compensation Management, Performance Management and Employee Safety and Health. Recruitment is an arguably the most important Human Resource functions. For economic activity to take place, the servicing of people to provide energy and creativity is essential. All the success and failures stem from the quality of people, (Armstrong, 1996). Training and development helps employees to become effective in their jobs. Employers depend on the quality of their employees" performance to achieve organizations aims and objectives. Employees have motivated needs for development, recognition, status and achievement that can and should be met through job satisfaction and performances, (Shaun, 2006). According to Cascio (2012), "Compensation which includes direct cash payment, indirect payments in the form of employee's benefits and incentives to motivate employees to strive for higher levels of productivity is a critical component of the employment relationship. It is recompense, reward, wage or salary given by an organization to persons or a group of persons in return to a work done, services rendered, or a contribution made towards the accomplishment of organizational goals.

Compensation management is something organizations must take seriously if they are to achieve competitive advantage in the market particularly the service sectors where employees are the creators and drivers of value rather than one more factor of production. Firms around the world are paying close attention to how much they pay, the kind of components that this pay includes and whether they are offering competitive compensation. Employee Safety and Health is an important concern in today's organizations. The main legislation providing for the health and safety of people in the workplace is the safety, Health and welfare at work Act. It applies to all employers, employees (including fixed term and temporary employees) and self employed people in their workplaces. Under section 8 of the Act the employer has a duty to ensure the employee's safety, health and welfare at work as far as is reasonably practicable. The Occupational Safety and Health Act Number 15 of 2007

and revised in 2010 provides for the safety, health and welfare of workers at work places. The obligations of the employer among others includes maintaining a work place in a condition that is safe and without risks to health, provide for information, instruction, training and supervision as is necessary to ensure the safety and health at work of every person employed.

The last operational function of HRM is that of Performance Management. Armstrong and Baron, (1998) define it as a “strategic and integrated approach to increase the effectiveness of organizations by improving the performance of the people who work in them, and by developing the capabilities of teams and individual contributors”. It includes activities which ensure that goals are consistently being met in an efficient and effective manner. It can focus on the performance of an organization, a department, employee, or even the processes to build a product of service. Employee performance management includes planning work and setting expectations, continually monitoring performance, developing the capacity to perform, periodically rating performance in a summary fashion, and rewarding good performance.

### **Statement of the Problem**

Several studies conducted in different contexts show that there is need to demonstrate the relationship between HRM practices and Quality Service Delivery. In a research study on performance related pay written by Dr. Kathy Monks and Ms A Kelly, the objectives of introducing a performance related pay can have significant impact on the success of a firm or otherwise. Odhiambo, (2005) researched on employees appraisal; the experience of Nigerian Postal Service (NIPOST) workers. His findings indicate that employee’s appraisal policies and practices in NIPOST exhibit weaknesses which need to be urgently addressed for improved quality service in NIPOST. Ngolovoi, (2001) did a research on perceived social and psychological effects of performance appraisal in selected international donor organizations in Kenya. The results indicated that performance appraisal brings about increased confidence levels among employees,

rivalry between the management and employees dissatisfaction and eagerness to find out how they are rated by their supervisors. These Past studies even though have attempted to look at a single HRM practice, have fallen short by not adopting an integrated approach in line with the expectations of the strategic HRM Paradigm. In addition, the studies have not attempted to show any possible relationship existing between integrated HRM practices and quality service delivery. Thus the purpose of this study was to establish the relationship between integrated HRM Practices and the level of quality service delivery in NIPOST, specifically Adamawa state.

### **Objectives of the Study**

The main purpose of the study was to assess the relationship between HRM practices and quality service delivery NIPOST Adamawa State. The specific objective for this study is to;

- i) Examine how Recruitment and selection practices relate to quality service delivery in NIPOST.
- ii) Determine how employees training and development practices influence quality service delivery in NIPOST.
- iii) Identify how compensation management practices of employees relate to quality service delivery in NIPOST.
- iv) Establish the extent to which the current employee's performance management systems influence quality service delivery in NIPOST.
- v) Investigate how employee safety and health procedures affect quality service delivery in NIPOST.

### **Research Questions**

- i) It there any relationship between Recruitment and selection practices and quality service delivery in NIPOST?
- ii) What is the relationship between training and development employee and quality service delivery in NIPOST?
- iii) It there any relationship between compensation management practices of employees and quality service delivery in NIPOST?

- iv) What is the relationship between performance management systems and quality service delivery in NIPOST?
- v) What is the relationship between employee safety, health and welfare and quality service delivery in NIPOST?

## LITERATURE REVIEW

### *HRM Practice*

Human resource management practices cannot be performed in isolation for there is no organization that does exist in vacuum. The design of the HRM systems in an organization is influenced by forces both within and outside the firm, thus managers must consider the prevailing external and environmental conditions as well as key factors inside the organization likely to shape the nature of HRM. In order to achieve success, organizations have to look at the external factors affecting human resources, (Randal, 1995). External factors are those forces over which an organization has no or little control. They include legal and political factors, labour market conditions, competition as well as social-factors, (Susan et al, 1995). The internal environment consists of those elements over which the firm has control or which it can use in order to gain information that will better help in its HRM functions, (Da Group, 2004). They include technology, organization culture and organization strategy. A discussion and understanding of how some of the external and internal factors affect the HRM functions is presented below.

Political and legal forces affect almost all aspects of HRM functions. Certain legislations are to be considered before conducting a recruitment and selection process, (Mckinnon and Murphy, 2006). Politics is a changing scene and the rules and laws will change quite often. Certain legislations are to be considered in terms of HR policies and practices such as recruitment and selection. According to Rynes and Barber, (1990), recruitment activities regulate organizational inputs. There is hence the need to regulate recruitment strategies such as improved wages and working conditions in order to attract and retain employees, (Hanssens and Levien, 1983). Firms not only have to consider the legal and political

environment, they also have to put into consideration the labor market conditions while conducting the HRM functions. Labour market conditions can be characterized along several dimensions including unemployment levels, labour diversity, and labour market structure. Unemployment levels and labour market structures have long been recognized more recently to effectively frame out the HRM policies and practices (Susan et al, 1995). Characteristics of labor market conditions include unemployment levels, labor diversity and labor shortages. According to Ryne and Barber (1990), recruitment activities regulate organizational inputs and therefore recruitment researchers have been more sensitive than others to the potential importance of unemployment levels. Recruitment strategies vary with unemployment levels hence are of significance impact on the Human Resource Practices for instance, lower selection standards may mean that more training is needed, (Hanssens and Levien, 1983).

### ***Recruitment and selection***

The overall aim of recruitment and selection process should be to obtain at minimum cost the number and quality of employees required to satisfy the HR needs of an organization. The principal purpose of recruitment activities is to attract sufficient and sustainable potential employees to apply for vacancies in the organization while that of selection activities by comparison is to identify the suitable applicants and persuade them to accept a position in the organization, (Cole, 2002). From the foregoing, it is not just recruiting and selection but effective recruitment, selection, the right placement that is important. Indeed employee recruitment and selection, (teachers included) is absolutely critical to effective HRM and organizational profitability, (Beatty, 1994; Foulkes, 1975;; cited by Dessler, 2003) states "I do not know of any major project backed by good ideas, vigor and enthusiasm that has been stopped by a shortage of cash; but I do know of industries whose growth has been partly stopped or hampered because they cannot recruit and select any efficient and enthusiastic labour force. Recruitment and selection exercise in essence requires that job profiles be merged with candidature profiles (the job matching principle).

Individuals whose candidate profiles most closely fit the job profiles available in the organization ensure more job satisfaction and low labour turn over. Recruiters and selectors must know the nature of the job and must be confident that the requirements of the job will be appropriate to the potential employees, (Bogumil, 1983; cited by Dessler, 2003).

### ***Training and Development***

Training is considered a form of human capital investment whether that investment is made by the individual or by the firm, (Goldstern, 1991; Wetland, 2003). Training is designed to promote employees with the knowledge and skills needed for their present jobs. Once employees are hired, training programs enhance employee job skills and knowledge, apply them on the job and share them with other employees, (Noe, 1999; Lauri, Benson and Cheney, 1996) found that firms often delay training to determine whether workers are good matches and therefore have a lower probability of leaving the firm „Development is an effort to provide employees with abilities the organization will need in the future, (Gomez – Meja, Balkin and Cardy 1995; Wilk and Cappelli, 2003). Development involves learning that goes beyond today’s jobs; it has a more long term focus. Skill development could include improving basic literacy, technological know - how interpersonal communication or problem solving abilities. Employees want good training opportunities to increase their marketability. The conventional wisdom used to be that if the company makes them marketable, employees will leave at the first opportunity. But today, companies are finding that the more training employees get the more likely they are to stay. Indeed when the training ends, the turnover tends to begin, (Jamrog, 2002; Wien – Tuers and Hill, 2002). According to Storey and Sisson, (1993), training is a symbol of the employer’s commitment to staff. It is also reflective of an organizational strategy based on adding value rather than lowering cost.

### ***Performance Management***

Brown & Hewood, (2005), wrote that Productivity and employee performance can be increased through the appraising of employee performance and that evaluation of employee Performance leads to improvement of productivity of organizations. Gichira, (2001), carried out



a study on employee performance management practices in the private security services; his findings indicate that employee performance management practices are applied in the industry and that the results of the performance management systems are used in making a variety of HR inventions and employment decisions.

Mwendwa, (2005) looked at factors affecting staff performance appraisals in the hospitality industry – a case of five star hotels in Nairobi. Odhiambo, (2005) also did a study on the teacher performance appraisal; the experience of the Kenyan secondary schools. His findings indicate that teacher appraisal policies and practices in Kenyan secondary schools exhibit weaknesses which needed to be urgently addressed if the appraisal is to be used to improve the quality of service in NIPOST. Ngolovoi, (2001) did a research on perceived social and psychological effects of performance appraisal in selected international organizations in Kenya, the results indicated that performance appraisal bring about increased confidence levels among employees, rivalry between the management and employees dissatisfaction and eagerness to find out how they are related by their supervisors. Obiye, (2002) researched on preferred methods rates and uses of performance appraisal by employee, in selection tertiary public institutions in Nairobi. He found out that most employees preferred to be rated by supervisors and appraisal results used for training and development. From the reviewed literature, it is evident that traditional performance appraisals don't improve performance and may actually backfire. They argue that most performance appraisal systems neither motivate nor guide employee's development. Furthermore they cause conflict between supervisor and their subordinates and lead to dysfunctional behavior.

### ***Employee Health, Safety and Welfare***

Health and safety programs are concerned with protecting employees and other people affected by what the firm produces and does, against hazards arising from their employment or their links with the firm. Occupational health programmes deal with the prevention of ill health arising from

working conditions and safety programmes deals with the prevention of accidents and with minimizing the resulting loss of damage to persons and property, (Torrington, 2005). The achievement of highest standards of health and safety in the work place is important because the elimination of health hazards and risks is the moral and the legal responsibility of employees, close and continuous attention to health and safety is also important ill health and injuries inflicted by systems of work on conditions of work cause suffering and loss to individuals and their dependants. In addition, accidents and absence of ill health or injuries result in losses and damage for the organization. Welfare services on the other hand are provided for matters concerning employees which are not immediately connected with their jobs, (Torrington, 2005).

### ***HRM Practices and Quality Service Delivery***

Quality service delivery is an important issue for the organizational survival as customer satisfaction has been linked to business performance and profitability, (Heskett, Jones and Loveman, 1994). Customer satisfaction is also an important determinant of customers' retention which in turn has a strong effect on profitability. Dissatisfied customers will consider taking their custom elsewhere and it is widely accepted that it is five times more costly to attract new customers than it is to retain existing ones, (Reichheid and Sasser, 1990). Service quality is measured in four key dimensions; reliability (consistence), Assurance (how confident the customer is about the service being provided), responsiveness (to the customers' demands) and empathy for the customers, (Zelthaml and Berry, 1991). Service quality and customer satisfaction are inarguably the two core concepts that are at the crux of the marketing theory and practice, (Spreng and Mackony, 1996). In today's world of intense competition, advantage relies on delivering high quality service that will in turn result in satisfied customers, (Shemwel et al, 1998). Therefore, there is not an iota of doubt concerning the importance of service quality and customer satisfaction as the ultimate goals of service providers.

## Theoretical Framework

The study was guided by three main theories of HRM. The best practice HRM theory and service quality model,

### Best Practice Human Resources Management Theory

This theory very is similar to those that are under the HRM best practice. Johnson, (2000) suggests that the underlying guiding principle of best practice is the valuing and rewarding of employee performance. After extensive research, Huselid, (1995) developed a list of 15 “High performance work characteristics” that he believed constituted best practice HRM. Pfeffer, (1998) drawing heavily from this previous work done by Huselid, outlined seven best practices of successful organizations which included such things as employment security, selective hiring of new personnel, self-managed teams, decentralized high compensation relative to performance, extensive training, reduction in barriers and extensive sharing of financial and performance information.

However Guest, (1999) and others have questioned the basis of some of the universal claims made about the connection between HRM strategies and organizational performance. They report that they are not convinced by the idea that there is a general prescription of HRM intervention that can be applied in any organization, irrespective of context and priorities with the likelihood of a similar level of response and results, (Guest, 1999). Although there is still debate between HRM practitioners as to what common sense meaning; literally the methods and techniques which produce superior results in HRM, (Price, 2004). Therefore, activities that are designed to empower and develop the employee in addition to positively affect the bottom line of the organization are considered „best practice“, (Edgar, 2003). A recent study carried out in New Zealand firm resulted in contrasting results. Stablein and Geare, (1993) conducted a study investigating the commonality of best practice HRM activities in New Zealand organizations. Examining different functions of the organizations such as salary, administration and employment, results showed that based on EEO (Equal Employment Opportunity), most sectors tended to be very

good at utilizing HRM best practices to activities within the firm and that much improvement was required to get business up to the levels of HRM best practice utilized abroad.

### Service Quality Model

During the past decades, service quality has become a major area of attention to practitioners, managers and researchers owing to its strong impacts on business performance, lower costs, customer satisfaction, customer loyalty and profitability (Leonard and Sasser, 1982). The literature review in this study covers at least three service quality models with the primary aim to enable the management to understand and enhance the quality of the organization and its offering.

#### *Service Quality 2 GAP Model (Parasuraman et al., 1985)*

Parasuraman et al (1985) proposed that service quality is a function of the differences between expectation and performance along the quality dimensions. They develop a service quality model based on gap analysis. The various gaps visualized in the model are:

**Gap 1:** Difference between consumers' expectation and management's perceptions of those expectations, i.e. not knowing what consumers expect.

**Gap 2:** difference between management's perceptions of consumer's expectations and service quality specifications, i.e. Improper service-quality standards.

**Gap 3:** Difference between service quality specifications and service actually delivered i.e. the service performance gap.

**Gap 4:** Difference between service delivery and the communications to consumers about service delivery, i.e. whether promises match delivery?

**Gap 5:** Difference between consumer's expectation and perceived service. This gap depends on size and direction of the four gaps associated with the delivery of service quality on the marketer's side.

### Conceptual Framework

Based on the review of previous research, the following model was generated. The model below illustrates the proposed

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theoretical framework that serves as the basis for this study. It is used to focus on the relationship among the five independent variables which consists Recruitment and selection, Training and Development, Compensation and Benefits Practices, Performance Management, Employee Health, Safety and Welfare towards Quality service delivery; Reliability ,Responsiveness , Assurance, Empathy , Competence, Public trust

### Human Resource Management Practices

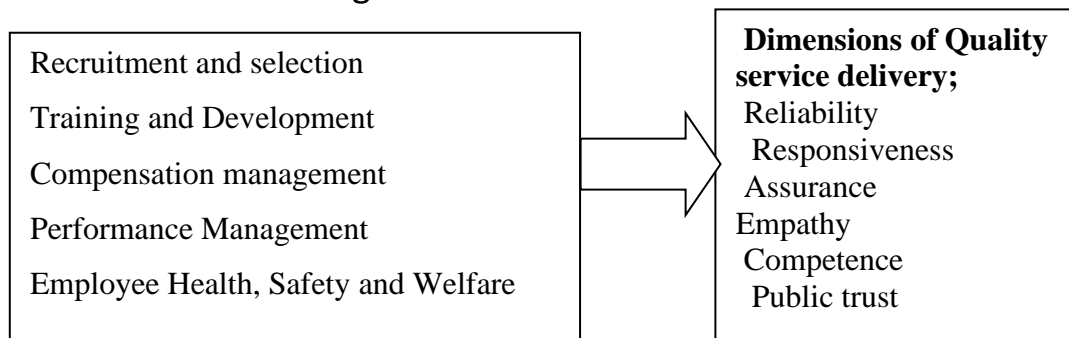


Figure 2.1 Conceptual Framework; Source researcher (2016)

### METHODOLOGY

This section presents the necessary research design, the target population, and the sampling strategy to be used, data collection tools and techniques as well as the statistical treatment of data. The research design was survey descriptive research design. The research will be conducted on the relationship among human resource management practices and quality service delivery NIPOST, Adamawa state. The estimated population for the study will be three hundred (300) employees of NIPOST from five local government of Adamawa state based on the report of post master general bulleting, (2015).

The study will use the simple random sampling techniques for data collection. This technique is important because it ensure that every element of the population has an equal probability to be incorporated in the analysis. The sample size adopted for this study is based on the sample size table of Krejcie and Morgan (1970) determinant of sample size table.

Table 1; Krejcie and Morgan (1970)

The sample size of the study was 169 which is taking from total population of 300 employees of NIPOST from five local government of Adamawa state. The one main sources of data collection that was employed in this research is primary data sources. Primary sources of data include administration of questionnaires, interview, media broadcasts and personal observations of the researcher. The questionnaires were administered to the employee of NIPOST in five local government areas of Adamawa state.

The instrument to be used for data collection for the study was structured items questionnaires. The instrument will be developed by the researcher using information obtained from the literature review, purpose of the study and the research questions. It will be structured on a five point likert scale-with the following response categories and their assigned numerical values. Strongly disagreed (SD) - 1points, disagreed (DA) - 2 points, Undecided (UD) - 3 points, agreed (A) - 4 points and strongly agreed (SA) - 5 points

The questionnaires consisted of sections Aand B Section A sought to know or find out personal information about the respondents. Section B of the questionnaires consisted of questions with alternative answers which respondents are expected to select by ticking ( ) the option (s) that best suits their opinion.

The questionnaires will be distributed to employee of NIPOST within five local government areas in Adamawa state; the questionnaire is designed and distributed based on human resource management practices and quality service delivery in NIPOST. The study used inferential statistics in analyzing data collected. Regression analysis was used to test research hypotheses for this study.

## RESULT AND DISCUSSION

### Reliability Analysis

Reliability analysis allows examination of the properties of measurement scales and the variables making them up. The reliability analysis procedure calculates a number of commonly used measures of scale reliability and

provides information on the relationship between individual variables in the scale.

This study carried out a reliability analysis to establish the reliability of the independent variables in the study. As indicated in table 5, a Cronbach's Alpha value of the variables on table 2 are as follow; RS= 0.842, TD= 0.776, CRS= 0.814, PM= 0.796, ESHW= 0.887, IH= 0.884. The Variable-Total statistics in table 2 reveal that each of the variables had a measure of over 0.7 and TD variable has the list Cronbach Alpha value and the highest is ESHW with cronbach alpha value of 0,845 the means that all of them are reliable. Therefore, to preserve content of the questionnaire items, delete not more than 20% of the items that is two items (Esposito, 2002)

Table 5: Reliability Result of the Variable

S/N	Variables	No. of items	Cronbach's Alpha
1	Recruitment and selection	4	0.842
2	Training and development	4	0.776
3	compensation and reward system	4	0.814
4	performance management	4	0.796
5	Employee safety, health and welfare	4	0.887
6	Service delivery	5	0.884

### Multiple Regression

The researcher conducted a multiple regression analysis so as to test relationship among variables. The research applied the statistical package for social sciences (SPSS) to code, enter and compute the measurements of the multiple regressions for the study. Table 6 provides the summary of the regression model applied in this study.

Coefficient of determination explains the extent to which changes in dependent variable can be explained by the change in the independent variables or the percentage of the variation in the dependent variable service delivery that is explained by all the five independent variables

(Employee safety, health and welfare, Performance management, Human resource recruitment and selection, employee training and development). According to the first model applied in this study on table 7,  $R = 0.585$ ,  $R$  Square is 0.343 and  $R$  square is 0.323 implying that the independent variables studied explain 58.5% of the role of Human Resource Management practices on service delivery. This implies that the other variables not studied in this research contributed 42.5% of the variability in service delivery.

The ANOVA report on table 8 which assesses the overall significance of the regression model applied in this study indicates that,  $p < 0.05$  (Sig. = 0.00) and therefore our model is significant and the F. statistic indicates 17.024

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.586 <sup>a</sup>	0.343	0.323	4.38677

a. Predictors: (Constant), ESHW, RS, TD, CM, PM

b. Dependent Variable: SDL

Table 7: ANOVA<sup>a</sup> test

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1638.056	5	327.611	17.024	0.000 <sup>b</sup>
	Residual	3136.737	163	19.244		
	Total	4774.793	168			

a. Dependent Variable: SDL

b. Predictors: (Constant), ESHW, RS, TD, CM, PM

Table 8: Coefficients<sup>a</sup> output

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.859	1.232		2.322	0.021
	RS	-0.011	0.096	-0.008	-0.115	0.909



TD	0.205	0.099	0.163	2.071	<b>0.040</b>
Cm	0.291	0.114	0.233	2.550	<b>0.012</b>
PM	0.277	0.126	0.211	2.195	<b>0.030</b>
ESHW	0.153	0.095	0.131	1.613	<b>0.109</b>

a. Dependent Variable: SDL

**Note:** SDL-Service delivery RS-Recruitment and selection ETD-Training and development CM-Compensation management PM-Performance management ESHW-Employee, safety, health and welfare

### Findings

There are five hypotheses that have been derived in this research study namely:

- H01-** there is no significant relationship between Recruitment and selection and service delivery. This hypothesis was not supported because the result indicates  $P > 0.05$
- H02-** there is significant relationship between Training and development and service delivery. This hypothesis was supported because the result indicates  $P < 0.005$ .
- H03-** there is no significant relationship between Compensation management and service delivery. This hypothesis was also supported since  $P < 0.05$
- H04-** there is no significant relationship between Performance management and service delivery. This hypothesis was supported since  $P < 0.05$ .
- H05-** there is no significant relationship between Employee, safety, health and welfare and industrial harmony. This hypothesis was not supported since  $P > 0.05$ .

### DISCUSSION

Reliability result indicate that employees safety, health and welfare has the highest cronbachs alpha value of 0.887 while the less is performance management with reliability value of 0.776 this indicate that the variables significant for the study. This study combined five HRM practices into one

regression, to see the overall effect on business performance. The result in the table shows that of the five hypothesized relationships, two are significant ( $p < 0.05$ ) and three are non significant ( $p > 0.05$ ) (see Table 8 above).

The model summary result of regression analysis indicates the R value of 0.586 and the ANOVA test or the F test indicates 17.024 which shows that the data are significant for the purpose. The coefficient result of the five independent variables is as follows; Recruitment and selection: The regression results support this hypothesis ( $\beta = -0.008$ ,  $t = -0.0115$ ,  $p = 0.909$ ). This finding is consistent with studies by (Lee and Lee, 2007; Ahmad and Schroeders, 2003) recruitment and selection has significant relationship with industrial harmony.

Suggest that training and development has a positive impact on industrial harmony. The regression results support this hypothesis ( $\beta = 0.163$ ,  $t = 2.071$ ,  $p = 0.040$ ). This findings is consistent with studies indicating that higher the training and development facility provided by the company the harmony will be. This study is not in line with the study Lee and Lee, (2007), which stated that training and development program is important factor for organization of a company. Suggests that compensation/rewards system have no positive impact on industrial harmony. The regression results show no significant relationship with industrial harmony ( $\beta = 0.233$ ,  $t = 2.550$ ,  $p = 0.012$ ). This study is counter to early study by Lee and Lee (2007). Employees training significant level 0,203 and development and

The acceptance of H4 (performance management) is in agreement with some past research findings (Lee and Lee, 2007; Sang, 2005; Chang and Chen, 2002). The study result indicating that performance appraisal has positive impact on business performance ( $\beta = 0.211$   $t = 2.195$ ,  $p = 0.030$ ). All of the previous studies suggest that performance appraisal significant and positive relationship with business performance. From the results of the regression of this study found that employees security, safety and welfare has significant relationship with organizational harmony ( $\beta = 0.131$   $t = 1.613$ ,  $p = 0.109$ ). The research findings empirically confirm

some of the findings presented in the literature. The results of this regression analysis are in accordance or supported with the previous studies of (Carlson et al, 2006; Teseema & Soeters; 2006, Huselid, 1995)..

### Conclusions

This study concludes that industrial harmony is affected by as indicated by the regression equation  $Y$  (NIPOST service delivery) =  $2.859 + -0.011 + 0.205 + 0.0291 + 0.277 + 0.153$ . The equation shows that taking all factors into consideration (industrial harmony); Human resource recruitment and selection; employees training and development; Compensation management; Performance management; and Employee safety, health and welfare), then NIPOST service delivery is 2.859. Recruitment and selection of teaching staff is one of the factors that affects quality of NIPOST services according to the regression results of this study. This can be mainly attributed to lack of professionalism in the hiring process and poor staffing of NIPOST leading to shortages of employees. NIPOST service delivery is not significantly related with recruitment and employee safety, health and welfare it is concluded that this is attributable to various shortcomings of staff training and development, with recruitment and employee safety, health and welfare identified in the study.

The study established that although employee training, development and evaluation of the process is given priority, conditions that support good training and development of employees are not provided and therefore the overall goal is not achieved. The greatest factor that may be adversely impacting on NIPOST service delivery though is that employees training programs are not availed in line with their needs. Employee's compensation is an important factor towards their motivation and subsequently affects their service provision to management. This study concludes that election and recruitment negatively affect NIPOST service delivery in Adamawa state. Findings reveal that there is dissatisfaction with staff compensation management. The dissatisfaction is related to some aspects of compensation including the observations that employees insurance covers, retirement plans, reimbursements, and general welfare

are not taken good care of by their employer. Similarly, performance management as it is generally affects NIPOST service delivery. The study also concludes that employee safety and health procedures affect industrial harmony in NIPOST. Employees generally feel that issues critical to their health and safety are not well addressed to improve their working conditions. Factors such as congestion in offices and lack of sufficient space and standard facilities in staff rooms adversely affect the performance of workers. As a result there is a significant relationship between health and safety management and NIPOST service delivery.

### **Recommendations**

From the findings in this research, the study puts forward several recommendations to help improve the standards of NIPOST service delivery in Adamawa state through human resource management.

1. Recruitment and selection of employees should be streamlined and managed by professional Human Resource Management experts so as to bring it at par with other progressive fields. The teams handling recruitment and selections should also be well versed with the education sector and employees affairs so as to understand the requirements of the field.
2. Employee training and development should be improved through provision of proper framework for capacity building in the education sector. employees need to be able to contribute their input into training policies so that their needs and concerns can be accommodated in coming up with a training and development framework that addresses current teaching needs and the different needs of teachers.
3. The third recommendation is that employee compensation needs to be addressed through the right channels to improve their motivation. Like in all other progressive fields.
4. HRM in theNIPOST needs to put into consideration socio- economic trends and workload to come up with a formula for improvement of employees“ salary, wages and other benefits. Allowances and

- retirement benefits should be given special priority as they remain an area where employees still feel justice needs to be done. Finally,
5. This study recommends that employee safety and health should be re-examined in the NIPOST and the terms improved to reach the current levels in other progressive professions. Employees need a clean, healthy working environment with all facilities that can assure them of their health and safety.

### Suggestion for Further Studies

Further study can be done on other organization since this covers only NIPOST communication organization. Since the population for these studies is small further study can use large population and sample size. This study covers both senior and junior staff further study can also be done either junior or senior staff of the same or different organization.

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