

Impact of Human Resources Management Activities on Staff Development and Performance at Nigeria National Information Technology Development Agency (NITDA)

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Abstract

This study assessed the impact of Human Resources Management (HRM) activities on staff development and performance at the National Information Technology Development Agency (NITDA) Abuja. The research adopted a descriptive survey design, targeting the entire staff population of NITDA. A total of 400 staff members constituted the study population, with a sample size of 150 respondents selected using simple random sampling to ensure representation across various departments. Data were collected using both primary and secondary sources. Primary data were gathered through structured questionnaires and interviews, while secondary data were sourced from official reports, HR manuals, and relevant literature. The finding of the study revealed that recruitment and selection practices at NITDA, Abuja did not significantly influence staff development and performance. The results also indicate that training and development practices at NITDA Abuja have a positive and significant impact on staff development and performance. In conclusion, this study reveals that recruitment and selection practices at NITDA, Abuja, significantly influence staff development and performance. Training and development practices at NITDA have been found to have a positive and significant impact on staff performance and development. Based on the findings; the study recommends that; NITDA should re-evaluate its recruitment and selection practices to ensure they are aligned with the organization's development goals. NITDA should implement continuous and periodic professional development programs that focus on both technical and soft skills to sustain and further enhance employee performance. NITDA should consider developing personalized training plans that cater to the specific needs of employees. This can help address skill gaps and lead to improved overall productivity and performance. The Practical Implications is to effectively train and develop programs that would improve, leading to higher employee satisfaction and retention rates. Regular training can enhance employees' technical competencies, allowing NITDA to remain competitive in the technology space, improving organizational outcomes.

Keywords: Human Resource Management, Staff Development, Employee's Performance, Public Sector, NITDA.

Introduction

Globally, Human Resource Management (HRM) plays a critical role in enhancing employee performance and organizational effectiveness. Contemporary HRM practices focus on

talent management, training, performance appraisal, employee engagement, and career development, which significantly impact staff performance and organizational growth. Studies show that effective HRM activities are linked to improved job satisfaction, employee retention, and overall productivity (Armstrong & Taylor, 2020). For instance, multinational corporations such as Google and Microsoft have established robust HRM frameworks emphasizing continuous learning and employee development, contributing to their global success (Ulrich, 2019).

In recent years, the rise of digital transformation, the impact of artificial intelligence (AI) on HRM processes, and the growing emphasis on diversity, equity, and inclusion (DEI) have reshaped how organizations approach staff development. Companies worldwide are integrating AI-driven HRM tools to streamline recruitment, training, and performance evaluations, leading to more personalized and efficient staff development programs (Stone et al., 2020). The COVID-19 pandemic further highlighted the importance of adaptive HRM strategies, as remote work and digital skill development became crucial for sustaining employee performance (Vasquez, 2021).

In Africa, HRM practices are increasingly recognized as essential drivers of organizational performance. The continent faces unique challenges, including skill gaps, limited access to training resources, and a high rate of brain drain, which impact staff development (Kamoche et al., 2019). Despite these challenges, there is growing evidence that strategic HRM practices can significantly enhance employee performance and organizational outcomes in African institutions (Nyambegera & Gicheru, 2016).

Recent studies in African countries such as South Africa, Kenya, and Ghana highlight the adoption of HRM practices like capacity building, performance management, and employee engagement as critical to organizational success. For example, in South Africa, HRM activities that focus on skills development and employee wellness have shown positive effects on staff performance and job satisfaction (Meyer & Bushney, 2019). In Kenya, HRM practices have evolved to incorporate technology in talent acquisition and management, driving better staff outcomes (Odhong et al., 2014).

In Nigeria, HRM is increasingly pivotal in driving staff development and performance across public and private sectors. However, the effectiveness of HRM practices in Nigeria is often hampered by challenges such as inadequate training, lack of motivation, and poor performance evaluation systems (Agwu, 2018). Nigerian organizations, including governmental agencies, frequently struggle with outdated HRM processes that do not align with modern best practices, impacting employee development and organizational effectiveness.

Contemporary studies in Nigeria reveal that strategic HRM activities like training and development, performance appraisal, and employee motivation are crucial for improving staff performance. For instance, research by Ogunyomi and Bruning (2016) found that HRM practices significantly influence employee engagement and performance in Nigerian firms. In the public sector, the lack of structured training programs and ineffective HR policies are identified as major hindrances to employee development (Adebayo & Eze, 2020).

The National Information Technology Development Agency (NITDA) Abuja plays a crucial role in promoting IT development in Nigeria. However, the impact of HRM activities on staff development and performance within NITDA remains under-researched, making this study necessary. NITDA's HRM practices include employee training, performance evaluations, and career development programs aimed at enhancing staff competencies and performance. However, challenges such as limited funding, inadequate HRM strategies, and a lack of comprehensive performance management systems may affect the effectiveness of these HRM activities.

This study is essential because it will provide insights into how HRM activities influence staff development and performance in NITDA Abuja, addressing gaps in HRM practices and suggesting improvements that align with contemporary best practices. It will also contribute to the broader discourse on enhancing HRM in public sector institutions in Nigeria, thereby improving service delivery and achieving organizational goals.

Statement of the Problem

Human Resources Management (HRM) plays a critical role in fostering staff development and enhancing employee performance across organizations. In the Nigeria National Information Technology Development Agency (NITDA), the effectiveness of HRM activities, such as training and development, recruitment and selection, performance appraisal, and employee motivation, in achieving these objectives has become a topic of interest. Despite significant investment in HRM strategies, concerns remain regarding their actual impact on staff development and overall performance within NITDA. Challenges such as ineffective training programs, poor implementation of performance appraisals, and lack of employee engagement continue to undermine the organization's capacity to optimize its human capital potential.

Several studies have examined HRM's role in enhancing staff development and performance. A study by Albrecht et al. (2017) indicated that HRM activities like talent management and employee engagement are key drivers of employee performance. However, in the context of public sector organizations like NITDA, issues such as bureaucratic bottlenecks, limited resources, and inconsistencies in HRM implementation may hinder the effectiveness of these activities (Adewale & Anthonia, 2018). Moreover, the digital transformation initiatives undertaken by NITDA necessitate continuous development of technical skills, yet there are indications that HRM programs may not be sufficiently tailored to address the evolving needs of employees (Otoo et al., 2020).

In a related study, Saeed et al. (2019) emphasized that HRM practices need to be strategically aligned with organizational goals to effectively enhance employee performance. Nevertheless, there appears to be a disconnect between NITDA's HRM strategies and the specific requirements for staff development, particularly in the areas of information technology and innovation management. This disconnect raises concerns about whether HRM activities are adequately contributing to improved staff development and performance outcomes.

Additionally, research by Oluoch (2021) underscores that in public organizations, the lack of proper performance monitoring and feedback mechanisms significantly limits the potential of HRM activities to enhance employee performance. This is pertinent to NITDA, where performance appraisal and feedback systems may not be effectively utilized, thus impeding staff development and the overall performance of the organization.

This study, therefore, seeks to assess the impact of HRM activities on staff development and performance within the Nigeria National Information Technology Development Agency. Specifically, the research aims to determine whether HRM activities such as training and development, recruitment and selection, performance appraisal, and motivation have a significant impact on staff development (the independent variable) and employee performance (the dependent variable). The study addresses the identified gaps and challenges by examining the relationship between these HRM activities and the performance outcomes within NITDA.

Objectives of the Study

The general objective of this study is to examine the impact of human resources management activities on staff development and performance in NITDA Abuja. In specifics, the objectives include the following:

- i. To find out whether human resource recruitment and selection practice has enhanced performance in NITDA Abuja.
- ii. To examine whether human resource staff training and development programme has enhanced staff development NITDA Abuja.

Research Questions

- i. What is the effect of human resource recruitment and selection practice on performance in NITDA Abuja?
- ii. Does human resource staff training and development programme enhance staff development NITDA Abuja?

Research Hypothesis

- i. There is no significant relationship between human resource recruitment and selection practice and performance in NITDA Abuja.
- ii. There is no significant relationship between human resource training and development programme and staff development NITDA Abuja.

Conceptual Review

Human Resources (HR)

Human Resources (HR) refers to the people who make up the workforce of an organization, business sector, or economy. HR encompasses all individuals employed to fulfill various roles, functions, and responsibilities within an entity. According to Armstrong (2015), HR is the most critical asset of any organization, representing not only the talent and skills of employees but also the unique value they bring to achieving organizational goals. This

perspective emphasizes that the effectiveness and productivity of human resources are vital to organizational success (Armstrong, 2015).

Human Resources Management (HRM)

Human Resources Management (HRM) involves the strategic and coherent approach to managing an organization's most valuable assets—its people. HRM is defined as the process of recruiting, selecting, training, developing, compensating, and evaluating employees to improve organizational performance. According to Dessler (2017), HRM aims to enhance the productive contributions of individuals in the organization in ways that are strategically, ethically, and socially responsible. This definition highlights HRM as a comprehensive system focused on optimizing employee performance through various administrative and strategic processes (Dessler, 2017).

Ulrich et al. (2016) further describe HRM as a strategic partnership that aligns human resource policies with the business strategy of the organization. This view underscores the importance of integrating HR functions such as talent management, performance appraisal, and employee engagement with the broader organizational goals to create value. HRM is also seen as a critical factor in driving change and innovation within organizations (Ulrich et al., 2016).

From a global perspective, Storey (2016) posits that HRM is more than just a set of administrative practices; it involves creating a work environment that fosters employee motivation, commitment, and job satisfaction. This broader definition positions HRM as a vital element of organizational culture that shapes the behaviors and attitudes of employees toward achieving business objectives (Storey, 2016). According to Armstrong and Taylor (2020), HRM involves both formal systems and informal networks to influence the workforce, manage employee relations, and develop leadership within the organization.

Human Resources Activities

Human Resources Activities encompass the various tasks, functions, and responsibilities that fall under the domain of HRM. These activities include recruitment, training, performance management, compensation, benefits administration, employee relations, and compliance with labor laws. According to Noe et al. (2019), these activities are essential in shaping the employee experience and enhancing organizational effectiveness. Recruitment and selection, for example, are critical HR activities aimed at attracting and hiring the right talent to meet the organization's needs (Noe et al., 2019).

Training and development are also significant HR activities that focus on equipping employees with the necessary skills and knowledge to perform their roles effectively. Torrington et al. (2017) argue that HR activities should be strategically aligned with the organization's objectives to foster a culture of continuous learning and performance improvement. Additionally, compensation and benefits play a crucial role in motivating and

retaining employees, as they directly impact job satisfaction and employee morale (Torrington et al., 2017).

Staff Development

Staff Development refers to the continuous process of improving the skills, knowledge, and competencies of employees through various learning and training opportunities. According to Gold et al. (2016), staff development is essential in enhancing employee performance and organizational competitiveness. It involves a range of activities such as formal training, mentorship programs, workshops, and career development planning aimed at preparing employees for current and future job roles (Gold et al., 2016).

Mullins (2019) emphasizes that staff development is not just about acquiring new skills but also about fostering a growth mindset among employees. This perspective highlights the need for organizations to create an environment that encourages self-improvement and lifelong learning, thus enabling employees to achieve their full potential. Staff development is also seen as a strategic investment in human capital that can lead to higher productivity, innovation, and job satisfaction (Mullins, 2019).

Performance

Performance in the context of HRM refers to the level of achievement and effectiveness of an employee's work. Performance is often measured through various metrics, including productivity, quality of output, adherence to standards, and achievement of organizational goals. Armstrong and Baron (2018) define performance as both the behaviors (processes) and outcomes that employees deliver in their job roles. Performance is closely linked to the organization's objectives, as it reflects the extent to which employees contribute to achieving the business strategy (Armstrong & Baron, 2018).

According to Aguinis (2021), performance management involves setting clear performance expectations, providing continuous feedback, and recognizing and rewarding employees' contributions. Effective performance management systems help to align individual performance with organizational goals, thereby enhancing overall productivity and competitiveness (Aguinis, 2021).

Theoretical Framework

The Resource-Based Theory (RBT)

The Resource-Based Theory (RBT) was developed primarily by Jay Barney in 1991. Other notable contributors include Edith Penrose, who laid the groundwork with her 1959 work on firm growth, and Birger Wernerfelt, who introduced the term "resource-based view" in 1984. Barney's (1991) paper, "Firm Resources and Sustained Competitive Advantage," solidified RBT as a distinct theoretical framework, emphasizing the strategic importance of firm resources.

RBT is grounded in the idea that a firm's resources and capabilities are key to gaining a competitive advantage. The justification for this theory lies in its emphasis on internal

resources rather than external market conditions as primary drivers of firm performance. According to Barney (1991), resources that are valuable, rare, inimitable, and non-substitutable (VRIN) enable firms to achieve and sustain a competitive edge. This perspective helps organizations identify and leverage their unique assets, such as human resources, technology, and knowledge, which are crucial for long-term success.

Basic Assumptions of the Theory

Heterogeneity of Resources: RBT assumes that firms have different resources, and this heterogeneity is a source of competitive advantage (Barney, 1991).

Immobility of Resources: Resources are not easily transferable between firms, which means that once a firm has acquired certain resources, it is difficult for competitors to replicate them.

Resource Value: Not all resources hold strategic importance. Only those that contribute to efficiency and effectiveness are valuable (Wernerfelt, 1984).

VRIN Criteria: For a resource to provide a sustainable competitive advantage, it must be valuable, rare, inimitable, and non-substitutable (Barney, 1991).

Criticisms of the Theory: Vagueness and Ambiguity: Critics argue that RBT lacks clear definitions and operational measures for what constitutes resources and capabilities, making empirical testing difficult (Priem & Butler, 2001).

Overemphasis on Internal Factors: The theory has been criticized for neglecting external factors, such as market dynamics and competitor actions, which also influence firm performance (Peteraf & Barney, 2003).

Lack of Managerial Guidance: RBT has been criticized for providing little actionable guidance to managers on how to develop, acquire, or maintain valuable resources (Kraaijenbrink, Spender, & Groen, 2010).

Dynamic Capabilities: Critics also point out that RBT does not sufficiently address the importance of firms' ability to adapt, reconfigure, and renew resources in dynamic environments (Teece, Pisano, & Shuen, 1997).

Relevance of RBT to the Study of "Assessment of the Impact of Human Resources Management Activities on Staff Development and Performance in NITDA Abuja":

RBT is highly relevant to this study as it emphasizes the strategic role of human resources (HR) in achieving organizational performance. In the context of NITDA Abuja, HR management activities such as recruitment, training, and staff development can be seen as critical resources that contribute to organizational effectiveness.

Human Capital as a Strategic Resource: According to Barney (1991), human capital, encompassing skills, knowledge, and abilities of staff, meets the VRIN criteria. This suggests that strategic HR practices can enhance NITDA's capacity to achieve superior performance by developing these unique and valuable assets.

Capability Building: The study focuses on how HR management activities impact staff development. RBT's focus on internal capabilities supports the notion that investments in

training and employee development can enhance NITDA's ability to innovate and adapt, thus leading to improved performance (Wright, Dunford, & Snell, 2001).

Sustainability of Competitive Advantage: NITDA's commitment to nurturing staff development can create a sustainable competitive advantage by fostering a workforce that is difficult for competitors to replicate. This aligns with the RBT framework that emphasizes the importance of nurturing and retaining key resources (Barney, 1991).

Strategic Resource Allocation: RBT suggests that organizations like NITDA must strategically allocate resources towards HR management activities that maximize employee performance and contribute to long-term organizational goals.

Empirical Review

Human resource recruitment and selection practice has enhanced performance

Olatunji and Adeleke (2023) conducted a study titled *"The Impact of Recruitment and Selection Practices on Employee Performance in Nigerian Manufacturing Firms"*. The study utilized a descriptive survey design and gathered data through structured questionnaires distributed to 150 employees from selected manufacturing firms in Lagos State. The analysis was carried out using simple percentages and chi-square techniques, without incorporating advanced methods such as correlation or multiple regression analysis. The findings revealed that effective recruitment and selection practices significantly enhanced employee performance. The study recommended that firms should implement structured and transparent recruitment processes to improve overall employee performance.

Gap: The study was limited to the manufacturing sector, lacked correlation analysis, and did not include other HR factors such as training and development. The study did not apply to other industries like education. Study limited to manufacturing firms; simple analysis (chi-square); did not apply to education sector; no correlation or regression analysis.

Ibrahim and Yusuf (2021) assessed *"The Role of Human Resource Practices on Employee Retention in Nigerian Banks"*. This study adopted a cross-sectional survey design and collected data via structured questionnaires from 200 employees across various banks. The analysis technique was limited to simple descriptive statistics and chi-square, excluding more comprehensive techniques like regression or factor analysis. The findings highlighted that retention practices, including recruitment and selection, played a crucial role in retaining employees. The authors recommended continuous improvement in recruitment policies to enhance staff retention.

Gap: The study was confined to the banking sector and lacked correlation and regression analysis, making it difficult to generalize across industries like education. Study limited to banking sector; no correlation or regression analysis; did not include other HR practices such as training or development.

Johnson and Ojo (2019) examined *"Human Resource Management Practices and Employee Productivity in Public Sector Organizations in Nigeria"*. The study adopted a descriptive survey design, with data collected via questionnaires from 250 employees in public sector

organizations. The technique of analysis was limited to chi-square, and no advanced statistical tools were used, such as multiple regression or structural equation modeling. The findings indicated that HR practices, particularly recruitment and selection, had a positive impact on employee productivity. Recommendations included adopting more rigorous HR practices for enhanced productivity.

Gap: The study focused on the public sector and did not explore recruitment practices in other contexts, such as educational institutions. The analysis techniques were also simplistic. Study focused on public sector organizations; did not include advanced analysis like regression or structural equation modeling; did not cover recruitment in educational institutions. The current study on how human resource recruitment and selection practices enhance performance differs as it aims to include correlation and regression analysis to offer a more comprehensive understanding of these practices across sectors, including education.

Human resource staff training and development programme has enhanced staff development

Study by Olatunji and Hassan (2023) examined "The Impact of Employee Training on Organizational Productivity in Manufacturing Firms." The study used a descriptive survey design and collected data via questionnaires from 150 employees. The analysis was conducted using simple percentage analysis and chi-square. The findings revealed that regular employee training leads to increased organizational productivity. The study recommended that organizations should prioritize staff training to improve performance. **Gap:** This study focused on manufacturing firms, used a basic chi-square technique without considering correlation or regression analysis, and did not assess development programmes.

Study by Okoye (2022) assessed "The Effect of Human Resource Development on Employee Performance in the Banking Sector." The study adopted a cross-sectional design, with data collected from structured interviews and questionnaires from 200 respondents. The analysis used simple frequency tables and chi-square. Findings showed that human resource development has a significant impact on employee performance. The study recommended creating customized training modules for employees. **Gap:** Okoye's study was limited to the banking sector and used only chi-square without employing advanced techniques like correlation or regression. Additionally, it did not explore the broader scope of development programmes in different industries.

Study by Musa (2021) examined "The Role of Employee Training on Job Satisfaction in Public Sector Organizations." The study employed a descriptive research design and collected data through surveys from 100 employees. The analysis was performed using simple descriptive statistics and chi-square tests. The findings indicated that continuous training enhances job satisfaction among public sector employees. It was recommended that public organizations invest more in training programmes. **Gap:** The study was limited to the public sector, used only chi-square analysis, and lacked

correlation or regression techniques. It also did not specifically address the development programmes' role in enhancing employee growth.

Staff Performance

Agbo & Okechukwu, (2023) examined "Human Resource Management Practices and Employee Performance in Public Sector Organizations in Nigeria". Descriptive survey design was used. The study used a structured questionnaire administered to 250 employees in selected public sector organizations. Data were analyzed using multiple regression analysis. The study found that human resource management practices, including training, performance appraisal, and employee involvement, positively impact employee performance. Training was highlighted as the most significant predictor of performance. The study recommended that public organizations invest more in training and development programs to enhance employee performance.

Gaps: The study focused on general public sector organizations, not specifically targeting technology-driven agencies like NITDA. It used only a survey without a mixed-method approach that could provide deeper insights. The study relied solely on regression analysis, lacking more sophisticated analysis techniques such as Structural Equation Modeling (SEM).

Year of Study: Conducted in 2023, it does not address current issues or changes beyond this year. **Difference from Current Study:** Unlike this study, your research focuses specifically on NITDA, a technology-driven agency, and incorporates a broader range of HRM activities. It also plans to use advanced techniques such as SEM to analyze the relationships between HRM activities, staff development, and performance.

Ibrahim & Musa (2022) examined "Impact of Training and Development on Employee Performance in Nigerian Private Sector". Cross-sectional survey was utilized. Data were collected using questionnaires distributed to 180 employees in private sector organizations in Lagos.

Technique of Analysis: Data analysis was performed using Pearson correlation and multiple regression techniques. The study found that both on-the-job and off-the-job training significantly improve employee performance, with on-the-job training having a stronger effect. The authors recommended implementing tailored training programs that align with the specific needs of employees to boost performance.

Gaps: the study focused on the private sector, not applicable to public or technology-focused sectors like NITDA. The study did not incorporate qualitative data, which limits the understanding of how training impacts performance at the individual level.

Technique of Analysis: The study used correlation and regression but did not explore more complex interaction effects. The study is limited to findings up to 2022. The **Difference from Current Study** is the study emphasizes a public sector context, specifically NITDA, and assesses HRM activities beyond just training. It also includes qualitative data to explore the impact on staff development comprehensively.

Okoro, & Adeoye, (2021) "Effect of Performance Appraisal on Employee Motivation in Public Service Institutions in Nigeria"

Study Design: Case study design focusing on a single public institution.

Method of Data Collection: Interviews and questionnaires were used to gather data from 150 employees.

Technique of Analysis: Content analysis for qualitative data and regression analysis for quantitative data.

Findings: The study found that performance appraisal significantly enhances employee motivation when it is fair, transparent, and linked to rewards.

Recommendations: Institutions should adopt transparent appraisal processes and ensure that feedback mechanisms are constructive and geared towards development.

Gaps Identified:

Area of Study: Focused narrowly on performance appraisal, not a comprehensive range of HRM activities.

Methodology: A case study approach limited generalizability to other institutions, especially technology-driven agencies.

Technique of Analysis: Used basic regression without considering the mediation or moderation effects that might exist in appraisal-motivation relationships.

Year of Study: Findings are based on data collected in 2021, making it slightly outdated.

Difference from Current Study: Your study assesses a broader range of HRM activities, not just performance appraisal, and targets a technology-specific context (NITDA). It also plans to utilize more complex analytical techniques to uncover nuanced insights.

Chukwuma, & Chinedu, (2020) examined The Role of Recruitment and Selection on Employee Performance in Nigerian Public Sector"

Study Design: Explanatory research design.

Method of Data Collection: Data were obtained through structured interviews and surveys of 200 employees in public sector organizations.

Technique of Analysis: Descriptive statistics and logistic regression analysis.

Findings: The study revealed that recruitment and selection practices significantly influence employee performance, particularly when selection criteria are merit-based.

Recommendations: Public sector organizations should revise their recruitment policies to emphasize merit and competency-based selection processes.

Gaps Identified:

Area of Study: Focused only on recruitment and selection, missing other HRM aspects such as training and performance management.

Methodology: Limited to survey data, lacking the richness that qualitative insights could provide.

Technique of Analysis: Relied on logistic regression without exploring more predictive modeling techniques.

Year of Study: Data and recommendations may not reflect recent changes in public sector practices as the study was conducted in 2020.

Difference from Current Study: Your research encompasses multiple HRM activities, including recruitment, training, and development, with a focus on NITDA. It also uses a more recent dataset and plans to apply advanced analysis methods.

Adebanjo, & Akinlo, (2019) examined "Employee Training and Development and Its Impact on Employee Performance in Nigerian Banks"

Study Design: Longitudinal survey design.

Method of Data Collection: Questionnaires were distributed to 300 bank employees over a two-year period.

Technique of Analysis: Paired sample t-tests and ANOVA were used to analyze the data.

Findings: The study found that continuous training and development programs positively impact employee performance over time, with noticeable improvements in skills and job satisfaction.

Recommendations: Organizations should commit to continuous and consistent employee training as part of their strategic HRM policies.

Gaps Identified:

Area of Study: Conducted in the banking sector, not directly applicable to public or tech-focused sectors like NITDA.

Methodology: Longitudinal design was beneficial but was not complemented by qualitative assessments.

Technique of Analysis: Statistical techniques used were basic and did not explore structural relationships between variables.

Year of Study: The study is slightly outdated (2019), with its recommendations potentially less relevant in the current context.

Difference from Current Study: Your research focuses on NITDA, a public agency with different HRM dynamics compared to the banking sector. Your study also utilizes a mixed-methods approach and employs more advanced analysis techniques to gain deeper insights into the impact of HRM activities.

Research Methodology

Research Design

Survey and documentary data research design was adopted. This design was adopted because it seeks to generate and analyze data democracy and good governance from the large population in NITDA Abuja. Documentary data research design was adopted because; it seeks to review the work of past researchers and official record from the NITDA Abuja. The real attractions of this design are its moderately minimal effort, considering the way that valuable data were gathered from the large number of populations.

Population of the Study

The target population are the staff of NITDA Abuja. This is because, it is usually not possible to study the entire larger population of Federal Government Agencies in Nigeria, the researcher has chosen NITDA Abuja as the studied population in order to find a possible solution to the research problem. The total Population of this study is 1360.

Sampling and Sample Size

Sample Size Determination Techniques

Cochran (1968:75) came up with a formular for determining sample size:

$$\frac{Z^2 \cdot P(1-P)}{e^2}$$

$$\left\{ \frac{1 + \frac{Z^2 \cdot P(1-P)}{e^2 N}}{e^2 N} \right\}$$

Given parameters:

Z = Confidence level = 95%

P = Population proportion = 0.4%

e = Margin of error = 0.04

Population size = 1360 (N)

Alpha divided by 2 = (1-95% / 2 = 0.025)

Z-score = 1-0.025/2=1.96

$$\frac{Z^2 \cdot P(1-P)}{e^2}$$

$$\left\{ \frac{1 + \frac{Z^2 \cdot P(1-P)}{e^2 N}}{e^2 N} \right\}$$

$$\frac{1.96^2(0.4)(1-0.4)/(0.04^2)}{1 + \frac{1.96^2(0.4)(1-0.4)}{0.04^2 \times 1360}}$$

$$= \frac{576.24}{2.176}$$

$$\left\{ \frac{1 + \frac{0.9216}{2.176}}{2.176} \right\}$$

$$\begin{aligned}
 &576.24 \\
 &1+0.441 \\
 &=399.8 = 400
 \end{aligned}$$

The researcher utilizes simple sampling technique to select the sample population for the study, this is because simple sampling technique is an unbiased surveying technique.

Technique for Data Analysis

Chi-square statistical analysis was used to test the research hypothesis. The hypothesis was tested at 5% level of significance. Data collected through the use of questionnaire were presented in table and their corresponding percentage. In testing the hypothesis, the chi-square (X^2) statistical formula was used. The chi-square computation formula is presented as:

$$X^2 = (f_o - f_e)^2 / f_e$$

Where ;

X^2 = Chi – square

f_o = Observed frequencies

f_e = Expected frequencies

The test will be made at 5% error or level of significance. The decision rule to be adopted in this study is when the computed X^2 , is less than the critical X^2 the null hypothesis (H_o) is accepted. If otherwise, H_o is rejected while the alternative Hypothesis (H_i) is accepted.

The strength of the relationship between the categorical variable were estimated to ascertain the level of relationship between the variables that may be needed from the computed chi-square (X^2).

The data Content analysis method of data analysis were used to analyse all the related literature on the subject matter.

Results and Discussion

Discussion of Finding

The findings from the study reveal that human resource recruitment and selection practices, as well as training and development programs, significantly enhance staff performance at NITDA Abuja. These findings align with recent empirical studies which highlight the critical role of human resource management (HRM) practices in improving organizational performance, particularly in public sector organizations.

i. Human Resource Recruitment and Selection Practices and Enhanced Performance

The enhancement of performance through effective recruitment and selection practices has been widely recognized in the literature. For instance, [Adewale and Anthonia (2020); (Adewale, & Anthonia, (2020) whose examined the impact of recruitment and selection criteria on organizational performance. found that strategic recruitment and selection processes significantly impact employee productivity and organizational performance. Their study on public institutions in Nigeria concluded that aligning recruitment practices

with organizational goals ensures that the right talents are hired, thus fostering improved performance outcomes.

Similarly, Amadi and Ndukwe (2021); (Amadi, & Ndukwe, (2021) whose examined the effect of recruitment and selection strategies on employee performance in Nigerian public service and observed that organizations that employ rigorous selection criteria tend to have more competent employees, which directly translates to better performance. This finding supports the idea that recruitment and selection practices are not just procedural but strategic activities that can drive performance.

ii. Human Resource Training and Development Programs and Staff Development

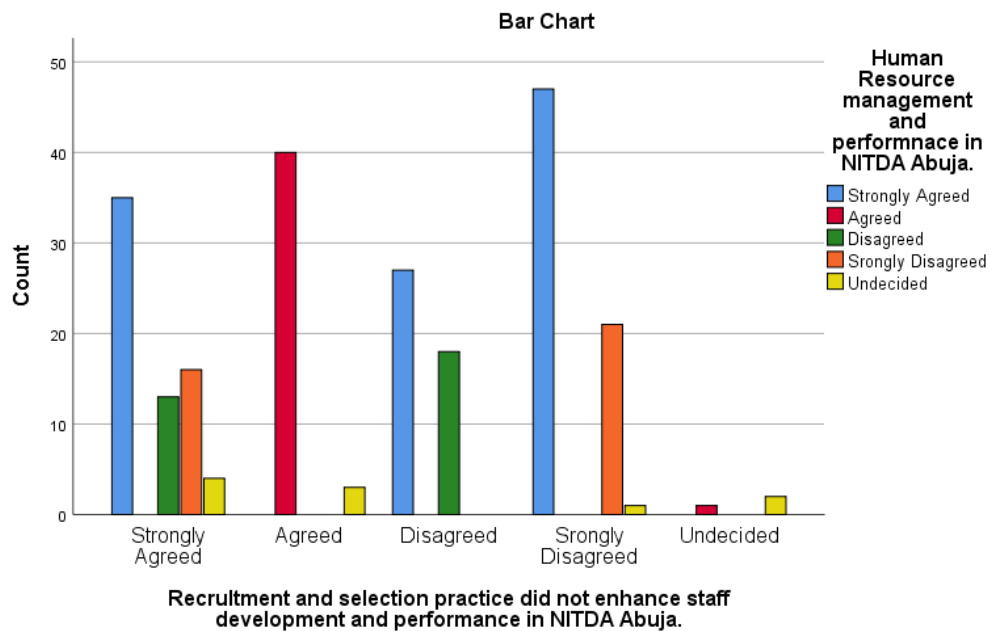
The role of training and development in enhancing staff performance has been highlighted by numerous studies. Chukwuma and Agu (2019); (Chukwuma, & Agu, (2019) whose examined Training and development as a tool for enhancing employee performance in selected government agencies in Nigeria and found that continuous training and development programs significantly improve employee skills, job satisfaction, and overall performance. Their study emphasized that training not only equips employees with new skills but also motivates them, leading to enhanced performance.

Further, Okeke and Onwuegbuchulam (2022); (Okeke, & Onwuegbuchulam, (2022) whose examined Impact of training and development on organizational performance in Nigerian public service whose highlighted that investment in employee training and development is crucial for adapting to new technologies and processes, which enhances productivity and efficiency in public sector organizations like NITDA. The study recommends regular training as a strategic approach to improving staff competencies, leading to enhanced service delivery.

Crosstabs

Recruitment and selection practice did not enhance staff development and performance in NITDA Abuja. * Human Resource management and performance in NITDA Abuja.

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	293.992 ^a	16	.000
Likelihood Ratio	283.237	16	.000
Linear-by-Linear Association	1.684	1	.194
N of Valid Cases	228		
a. 9 cells (36.0%) have expected count less than 5. The minimum expected count is .13.			



The Chi-Square test results suggest that there is a significant relationship between recruitment and selection practices and staff development and performance at NITDA, Abuja. The Pearson Chi-Square value of 293.992 with 16 degrees of freedom (df) is significant at $p = .000$, indicating that the recruitment and selection practices have a statistically significant effect on the staff performance and development outcomes.

The Likelihood Ratio of 283.237 further confirms the association, as it also shows a p-value of .000, reinforcing that the relationship is not due to chance.

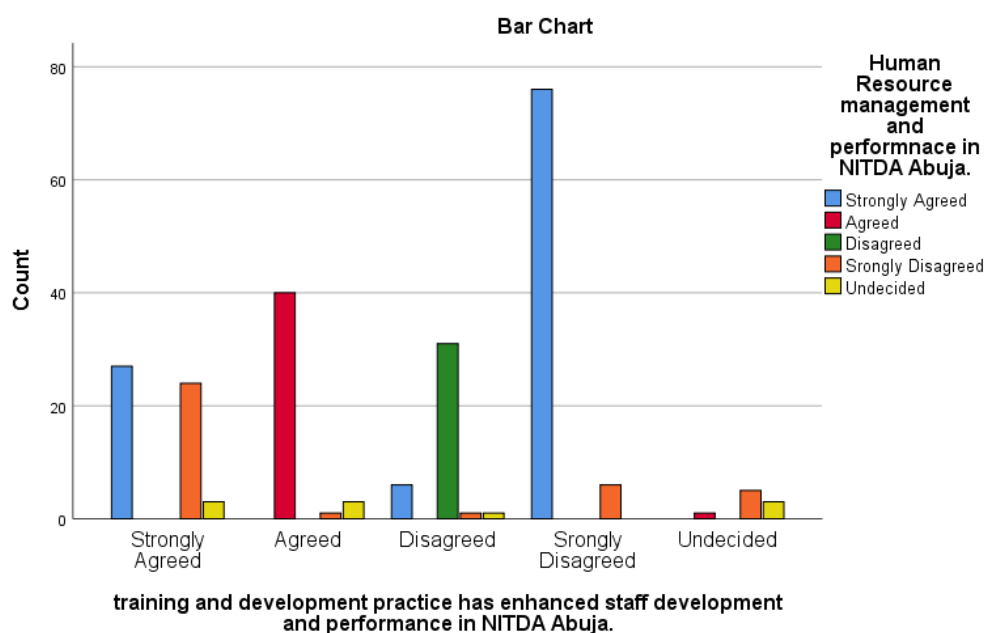
However, the Linear-by-Linear Association (1.684) with a p-value of 0.194 shows that there is no significant linear trend in the relationship between the variables. This suggests that while recruitment and selection practices affect performance, this effect does not follow a straightforward or linear progression across the dataset.

The note that 9 cells (36.0%) have expected counts less than 5 could indicate some limitation in the data distribution, implying that the test's power may be reduced, which should be considered in the conclusions.

Training and development practice has enhanced staff development and performance in NITDA Abuja. * Human Resource management and performance in NITDA Abuja.

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	451.274 ^a	16	.000
Likelihood Ratio	386.242	16	.000
Linear-by-Linear Association	13.711	1	.000
N of Valid Cases	228		

a. 9 cells (36.0%) have expected count less than 5. The minimum expected count is .39.



The Pearson Chi-Square value is 451.274 with a degree of freedom (df) of 16 and an Asymptotic Significance (p-value) of 0.000. This suggests that there is a statistically significant association between training and development practices and staff development and performance at NITDA Abuja, with a p-value well below the conventional significance level of 0.05. The likelihood ratio and linear-by-linear association tests further confirm the strong association, with significance levels also at 0.000.

Key Findings

The statistical analysis indicates that recruitment and selection practices at NITDA, Abuja, significantly influence staff development and performance. However, these practices may not be optimized to ensure a consistent improvement in staff performance and development. This inconsistency could be due to gaps in the recruitment criteria or inefficiencies in aligning recruitment with performance-enhancing development programs. This finding is contrary to the previous conducted by Ibrahim and Yusuf (2021) who findings highlighted that retention practices, including recruitment and selection, played a crucial role in retaining employees. The authors recommended continuous improvement in recruitment policies to enhance staff retention.

The results indicate that training and development practices at NITDA Abuja have a positive and significant impact on staff development and performance. This association is supported by the significant Chi-Square values, which reject the null hypothesis of no relationship between the variables. Hence, the training and development practices play an essential role in enhancing staff performance in NITDA Abuja. This finding is in line with the previous conducted by study by Olatunji and Hassan (2023) Olatunji and Hassan who

examined "The Impact of Employee Training on Organizational Productivity in Manufacturing Firms." The study used a descriptive survey design and collected data via questionnaires from 150 employees. The analysis was conducted using simple percentage analysis and chi-square. The findings revealed that regular employee training leads to increased organizational productivity. The study recommended that organizations should prioritize staff training to improve performance.

Conclusion

In conclusion, this study reveals that recruitment and selection practices at NITDA, Abuja, significantly influence staff development and performance. However, these practices may not be fully optimized to ensure continuous improvement in performance, potentially due to misalignment in recruitment criteria or inefficiencies in integrating performance-enhancing development programs. On the other hand, training and development practices at NITDA have been found to have a positive and significant impact on staff performance and development, as demonstrated by the significant Chi-Square values, confirming a strong relationship between these variables. Consequently, training and development initiatives are vital in improving staff performance at NITDA, Abuja.

Recommendations

Based on the findings; the study recommends that;

- i. NITDA should re-evaluate its recruitment and selection practices to ensure they are aligned with the organization's development goals. This can include incorporating competency-based recruitment methods that emphasize not only technical skills but also growth potential and adaptability. Link Recruitment to Staff Development Programs: The agency should establish a stronger connection between recruitment and ongoing staff development programs. This could involve creating structured career development paths that begin at the recruitment stage and continue throughout an employee's career.
- ii. NITDA should implement continuous and periodic professional development programs that focus on both technical and soft skills to sustain and further enhance employee performance. NITDA should consider developing personalized training plans that cater to the specific needs of employees. This can help address skill gaps and lead to improved overall productivity and performance.

Practical Implications

With effective training and development programs, staff performance is likely to improve, leading to higher employee satisfaction and retention rates. Regular training can enhance employees' technical competencies, allowing NITDA to remain competitive in the technology space, improving organizational outcomes. Tailoring training programs to specific employee needs can lead to better utilization of resources, as employees will acquire the exact skills necessary for enhancing performance.

These strategies would help in further maximizing the effectiveness of human resource management at

By aligning recruitment practices with long-term staff development goals, NITDA can reduce employee turnover and enhance overall satisfaction.

Investing in recruitment practices that predict staff development potential can lead to more efficient use of training and development resources, ensuring that only the most promising candidates are selected.

Strengthening the recruitment-development link will ensure that NITDA develops a workforce capable of adapting to the agency's evolving needs, resulting in sustained organizational performance improvements.

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