

# Innovations

## Management of Personnel Services and Goals Attainment Nexus in Public University in Nigeria

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### Abstract

The study examined the management of personnel services and the goal attainment nexus in universities in Nigeria. To meet the study's goal, three research questions were posed and three hypotheses were developed. According to the subvariables, related literature was reviewed. A correlational research design was used in this study. A total of 141 department heads from Cross River State's two public universities were chosen for the study. In sample selection, the census sampling technique was applied. The questionnaire titled Management of Personnel Services and Goals Attainment in University Questionnaire (MPSGAUQ) was used to collect data. Experts in higher education administration, the Department of Educational Management and Measurements and Evaluation, and the Department of Educational Foundation at the University of Calabar were employed to evaluate the research instrument based on content and face validity. Cronbach reliability analysis was used, and the results ranged from 0.72 to 0.91 indexed. The statistics obtained were subjected to analysis using simple linear regression analysis and percentages at the 0.05 level of significance. The results revealed that the management of staff recruitment services, staff training and development services, and staff wages and salary administration significantly predicted goals attainment in the universities in terms of knowledge acquisition, curriculum content, social development, and the overall goals attainment of the public universities in Nigeria. The study recommended, among others, that the university management should give staff training and development opportunities to develop their careers as well as make adequate provision for staff motivation and welfare services.

**Keywords:** Management, Personnel services, University goals attainment, staff training and Development service.

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### Introduction

Human beings are considered more significant in any organization in the world because of their value and contribution towards the achievement of organizational goals. No organization can function effectively without human beings that do the job, which is why they are regarded as the most tangible assets in any organization. The management of staff personnel services in any organization is therefore very important because the attainment of set goals depends largely on staff personnel, while the efficiency of any

organization, be it educational, social, religious, public, or private, is dependent on the management of personnel.

Goal attainment is the way in which the mobilization of resources, both human and material, is pursued collectively toward a specific purpose or goal achievement. Also, a goal is a future idea or plan that people envision toward achieving a desired result. University education is defined, according to the Federal Government of Nigeria (FGN, 2014), as the training received after secondary education. Spelt out the educational goals of the university include: inculcate and develop proper values for individual survival in the society; national promotion, interaction, and understanding internationally; manpower training toward national development; individuals capability intellectual development toward understanding and external and local environments appreciation; forge and cement national unity; community service and scholarship promotion encouragement; and intellectual skills and physical skills acquisition to enable useful members of the society and self-reliant individuals. Thus, these university goals can be attained if the university management ensures proper management of staff personnel services as well as making provision for high-level training for the students.

Unfortunately, researchers' observations and experience have shown that university goals seem not to have been properly attained. Evidence has shown that some of the graduates are unemployable, some find it difficult to be self-employed, some who are working find it difficult to account for the worthwhile knowledge acquired from the university, and some of the graduates are roaming on the street and thereby engaging in some sort of social vice like robbery, kidnapping, cultism, and prostitution. This is evident in the fact that the contribution of the graduates toward the inculcation of right morals for individual survival, manpower training toward the national development of the society, as well as lacking intellectual skills and poor academic training may result in their being described as half-baked graduates in the society.

The researchers are of the opinion that it could be that poor management of staff personnel services such as staff recruitment, staff training and development, and staff wages and salaries can contribute to university goals not being properly attained. Also, could it be as a result of some universities seeming to recruit staff without following due process? For instance, some of the recruited staff lack training and development opportunities; some work without being paid a salary for about a year; there are no good medical facilities for staff; allowances were denied until a strike strategy was enforced; and some of the staff find it difficult to access their retirement benefits after contributing their services to the development and growth of the university. This seems to be the manifestation of untimely death in service and the production of half-baked graduates.

Agboola and Akporehe (2016) viewed staff personnel management as the process of maintaining and sustaining the work force in a higher educational system for the purpose of contributing to the attainment of higher educational goals. The personnel and workforce in higher institutions comprise academic or teaching staff whose functions include teaching, research, and community service, and non-academic or administrative staff that perform administrative tasks. Thus, no higher institution can function effectively without the collaborative work and use of both teaching and non-teaching personnel in various categories. Obi (2013) opined that personnel management can be viewed from different perspectives. Personnel management has been viewed as a process whereby every supervisor or manager is committed to the responsibility or function of managing people who are working in an organization in order to achieve desired goals. In addition, it has been seen as a function that is performed by the personnel department in an establishment. Flippo (2009), who elaborately and comprehensively defined personnel management as the process by which human resources are planned, controlled, and organized, as well as directing the procurement, development, integration, and compensation of resources toward the accomplishment of those individual, societal, and organizational objectives.

Interestingly, Ogunsaju (2016) reviewed staff personnel services as effective human resources management and mobilization that requires proper staff selection, recruitment, training, and placement, as well as outlining goals and objectives toward organizational achievement. The researcher also opined that successful attainment of organizational goals can be attributed to adequate management of human resources and related activities in an organization. From the above, management of personnel services is observed as non-discriminatory, affirmative management of human resources in an effective way that the individual,

society, and organization will benefit. Nnachukwu and Okorji (2014) state the variables of staff personnel management to include: training and development, manpower planning, staff recruitment, motivation and welfare, salary and wage administration, industrial relations, orientation, appraisal performance, employee retirement, discipline, personnel audit, job analysis, employee communication, and collective bargaining. The management of these variables is considered paramount and may likely contribute to the university's goal attainment in the state. For the study purpose, the following management of staff personnel services, which include: staff recruitment services, training and development, wages and salary administration, staff orientation services, staff health services, staff motivation and welfare, and staff retirement and pension services, were used to form the core of the analysis.

Adu-Darko (2014) carried out research on the selection and recruitment of employees in the Ashanti region of the construction industry in Ghana. Selection practices and recruitment of staff in the Ashanti region were the purposes of the study. The major study concentrated on the methods of staff selection and recruitment used by construction companies. The study employed a survey design. The research population was sixty-two (62) workers. The instrument for data collection was a multi-choice open- and closed-ended type of questionnaire, which was used to gather information from the respondents on employee recruitment and selection practices. SPSS was used for analysis. The results of the analyses show that methods of job selection were through the labor office and newspaper advertisements. This implies that the construction workers' performance is significantly influenced by the methods of recruitment and selection practices. One of the recommendations was that all job profiles should reflect the requirements for job recruitment and selection.

Michalis and Dimitros (2015) examined the impact of the process and methods of staff recruitment in the mobile telephony industry in Greece. Methods of staff selection and attraction through mobile telephony firms were the major purposes of the study. A questionnaire was used to collect information from 421 staff. The obtained data was statistically analyzed. The result showed that recruiting workers through social media and newspapers was the most widely used method of worker recruitment. Also, interviews were the most appropriate selection method considered by workers. The firms' use of attraction and selection methods was accepted by workers. Meeting worker expectations was considered important, while the prestige of the position was least important. The study discovered that mobile telephony operating firms continue to use interviews as the primary method of staff selection.

Bagatova (2017), who studied the selection, recruitment, and retention of employees' improvement at Dpointgroup Ltd. The study's goal was to evaluate the company's current Human Resource Management processes Dpoingroup. Proper methods of employing staff and strategies of personnel retention in different firms were the main research problems. Company recent situation analyses from the point of view of human relations; the way of staff retention; and the improvement of human resource management were the aims of the study. Quantitative and qualitative research methods were used to gather information on the topics through various paper and internet-based sources. A qualitative method was used. The result of the finding was the discovery of appropriate methods for staff selection and personnel retention.

Briggs (2017) conducted a study to investigate recruitment problems in the Nigerian civil service. The study aims to determine the ways in which job specifications and job descriptions can be utilized in the recruitment process. The study size consists of 190 civil servants working in the five federal ministries. The sampling method used was a stratified random sample. The design used was a descriptive survey design, and the analysis used was descriptive statistics. The study revealed that there is a problem with standard personnel requirements and job descriptions that weren't effectively used in the process of recruitment, mostly in the lowest-level grade category. It was recommended based on the findings that informal individual sources of job selection should be de-emphasized and rather encourage sources from the school system and professional bodies, and employees' rules and regulations that will protect them in the private sector should be promulgated by the federal government in order to reduce consistent pressures for employment in the public sector. Lastly, the number of federal civil service commissioners should increase with the establishment of zone and state offices.

In 2014, Bernard and Okofu conducted a study to explore the selection and recruitment processes of staff among civil servants in Nigeria. The study attempts to examine the staff selection and recruitment

processes in the Nigerian public service. To address the issues, the researchers used five research questions. Descriptive statistics were used for analysis. The results of the analyses revealed that employment of staff in the Nigerian civil service was based on religion and ethnicity. The outcome also revealed that workers were frequently sidelined when it came to employment in the civil service.

Ekwoaba, Ikeije, and Ufoma (2015) worked on the impact of criteria selection and recruitment on the organizational performance of the staff. The focal point of the study was to investigate the criteria for selection and recruitment impact on workers performance at Fidelity Bank Plc, Lagos, Nigeria. The study population consists of 130 workers. Ibrahim (2014) sought to examine selection exercises and recruitment irregularities in the Nigerian public service. Filling in the vacant positions and increasing the workforce in the civil service was the aim of the study. A qualitative research strategy using a comprehensive document review was adopted for the study. Employment prehistoric issues such as sentiment, nepotism, favoritism, and ethnicity were identified as major hindrances to the opportunity of gaining employment. Stable political intervention by the politicians' desire to get their relatives employed in the civil service, not considering the federal character principle of recruitment, further compounded the problem in the form of ethnic balancing, which was the main obstacle identified in the study. This could affect increased costs of governance and labor turnover in organizations. In restoring good sense in the recruitment activities in the country, more emphasis on meritocracy, irrespective of the applicant's background or affiliation, should be considered.

Mohd, Jamil, Azhn, Rahayu, Kamisah, and Norlizah (2016) evaluated the impact of school-based assessment on teacher training programs in Malaysia. The study purpose was to examine teacher in-service reactions to the programs training and teacher contribution towards learning in terms of the acquisition of knowledge, skills, and a positive attitude. Findings revealed that the variables of the independent showed 21.7 percent of the variance of the knowledge variable of the dependent, 17.20 percent of the variance of the skill's dependent variable, and 19.4 percent of the variance of the attitude's dependent variable. It was suggested that the school-based assessment (SBA) training program for teachers should be continued with strategic planning to enable teachers to meet up with their professional challenges in the school. Udida, Okpa, and the author (2015) conducted a study on the development of employee opportunities and the effectiveness of nursery schools' teachers in Cross River State, Nigeria. The analysis findings showed a positive correlation between workshop attendance and teachers' effectiveness. It was generally concluded that workshop participation enhances teachers' effectiveness. It was recommended, among others, that the government as well as the state education board organize regular workshops and seminars for teachers to improve their performance. In affirmation, Author, Egbula, and Asu-okang (2019) considered staff training development as a self-motivated process that promotes individual careers and also enables organizations to progress toward the actualization of their objectives.

Eze (2016) explored training and retraining on teachers' impact and teachers' perceptions of productivity in Enugu State, Nigeria. The research design used was survey. The population of the study was 256 teachers in secondary schools. The researcher used a 20-item questionnaire to collect data from the study area. The analysis revealed that teachers' training and retraining significantly relate to their productivity. The result also showed that male and female (2.94) perceptions of differing teachers' development opportunities impacted their performance. In conclusion, trained and retrained teachers regularly increase their job productivity.

Uysal (2012) evaluated the nature of the staff training program for primary school language teachers in Turkey. The quantitative study utilized the method of surveying to generate data from the teaching staff of the Turkish primary school's sample size of 72 teachers who were drawn as part of the target study group using convenience technique sampling. The 60 returned questionnaires were electronically analyzed, and the results were presented using descriptive and inferential statistics. Findings showed that teachers' attitude was positive toward the general course, but the program had challenges, especially in terms of its impacts on teaching staff practices.

Tahir (2014) worked on the impact of the in-service development and training program on United Bank Limited employees' productivity in the city of Peshawar, KPK, Pakistan. The purpose of the study was to investigate the impact of employees' productivity and performance through their training and development. The quantitative survey research design purposively sampled 110 respondents from a pool of 300 teachers in

the study area. Data were collected through a questionnaire, while descriptive statistics were used to test variables for consistency and reliability. The results revealed that employee performance and productivity significantly relate to in-service development and training programs for employees in Pakistan. In 2012, Lockhart and Majal conducted in-service training on library staff user development experience at the South Africa University of Technology, Cape Peninsula. The significance of the interventions and training opportunities given to non-academic staff working in South African libraries was the aim of the study. To achieve this purpose, hypotheses were postulated. Two hundred academic librarians across the district comprised the study sample. To analyze the obtained data, a designed instrument was used. The result showed that the collaboration and partnerships among the librarians were the result of training opportunities and interventions.

Allison (2013) carried out a study to find out the professional development components that support employees in an era of high-stakes accountability. The study consisted of all the personnel working in high school who obtained licenses from the Teachers Registration Council (TRC). A convenient sampling technique was used. Five (5) respondents were sampled for study through interviews. The collected data were tested using critical analysis procedures. The research findings showed that institutional goals for the improvement of teaching and learning significantly relate to professional development programs. The school administrator should encourage in-service training programmers in order to develop teacher skills and improve teaching and learning, which is connected to the institutional mission.

Shelton (2011) investigated the development programs for employee retention and their effects on job satisfaction at Vodafone Ghana. The purpose of the study was to determine the relationship between career development opportunities and employee effectiveness. A combination of random sampling, stratified, and accidental techniques was used to obtain information from 142 employees, who represented a percentage of the target population of 1,420. The estimates ranging from .56 to .86 for various sub-scales were considered reliable and valid to collect information from the participants, while data analysis utilized the Pearson correlation tool. The study findings indicated that employee retention, job satisfaction, and effectiveness were highly correlated with employee in-service development programs.

In a study by Onuora, Okeke, and Ibekwe (2019) on employee compensation management and their organizational effectiveness in Anambra State public secondary schools, Nigeria, The study adopted a descriptive survey research design. Two hundred and fifty-seven (257) teachers in Anambra State public secondary schools constitute the study group. A structured item was the type of questionnaire used. The stated null hypotheses were analyzed using the Z-test at the 0.05 significance level. The negative significance effect on employee competency-based compensation was revealed as a result of the finding, as well as equity-based compensation and employee performance in Nigerian organizations. It was recommended that there should be performance-based compensation plans, compulsory equity-based compensation, and a competency-based compensation policy for all levels of employees working in an organization.

Okwudili and Enyioko (2015) studied wage control struggles by academic staff in Enugu State. A survey research design was adopted for the study. Five hundred (500) civil servants were sampled from the population for the study. A questionnaire was used for data collection. A test statistic of ANOVA was used for data analysis. Findings revealed that policy decisions on wage control do not influence employees of the Nigerian Union of Local Government. Also, the source of conflict between states over paying the wages of local government employees was attributed to corruption. A recommendation was made that at all times, both representatives of workers and employers should engage in consultative salary, wage, and allowance collective bargaining.

In an investigation of disburse salary differences and worker satisfaction in public and private universities, Tinuke (2019) sampled a total of two hundred faculty workers, comprised of fifty staff selected randomly from respondents. Five research questions and five hypotheses were posed and tested. The survey method of research design was employed for the study. Disbursement of salary satisfaction results showed greater productivity and performance among workers, while disburse dissatisfaction resulting in low productivity, lack of dedication, and persistent absences from work had a high rate of labor turnover that significantly contributed to staff performance. The study discovered a salary disparity between faculty members at public and private tertiary institutions. This means that faculty members have job security,

working conditions, flexible working hours, less supervision, freedom of association, fewer responsibilities, an understandable communication line, a salary package, and advancement opportunities.

Akinfolarin (2015) investigated academic staff salary management and their performance effectiveness. The study uses a descriptive survey research design. 50 faculty members and 10 academic heads constitute the study group. Four (4) point Likert-type rating scales were used in measuring the items. Frequency count and simple percentage were the means of data analysis. Results showed that payment for innovation and creativity, awards with impressive titles, appreciation for genuine effort, and acknowledgement boosted university lecturers' productivity. The study recommended adequate provision of chances for research development and professional growth, prompt payment of lecturers' salaries, academic staff working relationships, and the availability of institutional facilities to further advance their performance, among others, by university managers and other tertiary institutions.

In their study on the impact of compensation on staff performance, Ali and Arslan (2014) sampled two hundred (200) bank workers in Pakistan. To solicit information on worker rewards such as wages, indirect compensation, salaries, and employees' performance, a questionnaire was designed. To analyze the collected data, correlation analysis and regression analysis were applied using SPSS 17.0. The result showed that employee performance significantly relates to compensation. The research indices used showed an insignificant impact on worker productivity, as revealed by regression analysis.

In an investigation of worker salary effects and their task productivity, Abdullahi and Babagana (2015) sampled a total of forty-five faculty staff. The research design used was analytical and correlational. Data were collected through quantitative means. Results showed a significant relationship between staff remuneration, staff level of motivation, extreme allowance, and the working conditions of faculty staff, which significantly affected students' academic performance. The study recommends that strategies like worker regular payment of salaries, observation of school policies, and giving students' adequate attention should be put in place by the government or management to enhance worker job satisfaction.

Employee motivational techniques and their performance in ElectriCo Sri Lanka, Edirisooriya (2014) sampled one hundred (100) employees from a population of 1,075 employees in ElectriCo. The method of data collection involved a self-designed questionnaire. Descriptive statistics and inferential statistics were employed to analyze the collected data. The finding indicated a relationship between performance and employee reward in terms of intrinsic reward and extrinsic reward.

In an investigation on the impact of worker incentives and their productivity in manufacturing companies in Ibadan, Oyo State, Nigeria, Sajuyigbe, Olaoye, and Adeyemi (2013) purposively sampled 100 respondents. For data collection, a structured questionnaire was used. Multiple regression analysis was used to analyze the collected data. The finding revealed a joint prediction of the dimensions of reward on employees' performance. However, proper management of staff personnel services may produce an efficient and effective work force among staff for the achievement of university goals. It was on consideration of these facts that the researchers sought to examine the prediction between the management of personnel services and the goal attainment nexus in public universities in Nigeria.

### **Statement of the problem**

The management of personnel services at the university has been considered significant because the realization of organizational goals is purely dependent on employees being recruited. Regrettably, from the researcher's experience and observation, it has been shown that some of the goals of the university, such as the proper inculcation of values for individual survival and manpower training toward the national development of society, as well as the lack of intellectual and physical skills that will make them self-reliant and important members of the world, have not been properly attained. This may likely be a result of the university management not making adequate provision for high-level training for their staff or poor management of their staff services. For instance, some of the graduates that are supposed to contribute to the development of the nation through intellectual skills acquired and inculcate and develop proper values for individual survival in society as a result of high-level relevant manpower training received seem to lack the intellectual skills and poor academic training. This has manifested in some of the graduates found roaming the street and sometimes engaging in some sort of social vice like robbery, kidnapping, cultism, and

prostitution. Some find it difficult to be self-employed; some who are working find it difficult to account for the worthwhile knowledge acquired from the university, while some of the graduates are being described as half-baked and unemployable in society. Also, the researcher is of the view that these problems may be attributed to poor management of staff recruitment, poor staff healthcare services, a lack of staff motivation and welfare, poor staff empowerment, poor staff remuneration, a lack of staff orientation services, and poor staff retirement and pension services. However, several attempts, such as the establishment of a staff development unit, a pension unit, an academic planning division, and a medical center, have been made by the institutional managers to solve the issues of poor management of personnel services in order to enhance goal attainment. In spite of all these attempts made by the university management to enhance university goals, the problems still persist. It is on this premise that the scholars intend to address the question: How does the management of personnel services predict the goals of the university?

### **Purpose of the study**

This study investigates the management of personnel services and the goal attainment nexus in public universities in Nigeria. Specifically, the study investigates whether the management of staff recruitment services, staff training and development services, staff wages, and salary administration significantly predicts the attainment of university goals in terms of: Knowledge acquisition, Curriculum content and Social development.

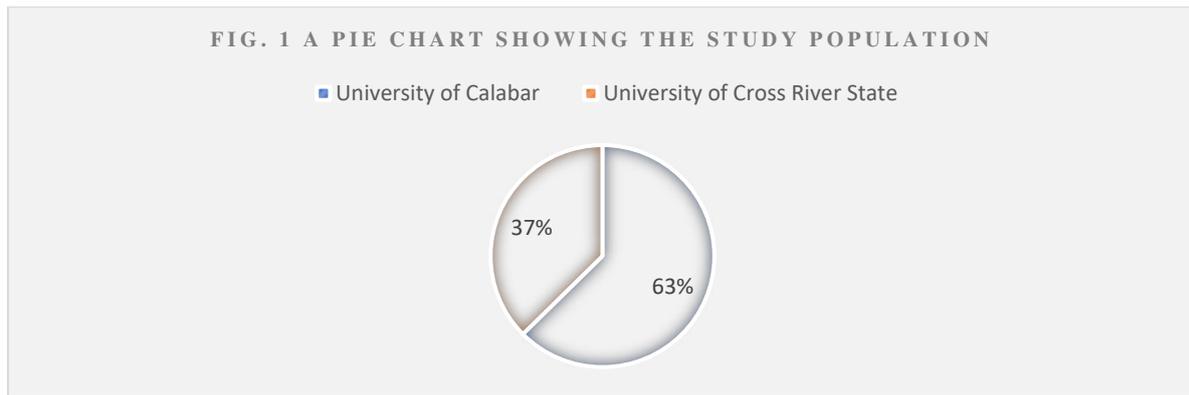
### **Research hypotheses**

The following research hypothesis were raised to guide the study and were tested at 0.05 level of significance

1. The management of staff recruitment services does not significantly predict the goal attainment nexus in public universities in Nigeria in terms of (a) knowledge acquisition, (b) curriculum content, and (c) social development.
2. The management of staff training and development services does not significantly predict the goal attainment nexus in public universities in Nigeria.
3. The management of staff wages and salary administration does not significantly predict the goal attainment nexus in public universities in Nigeria.

### **Methodology**

The adopted design was a correlational research design, which makes an effort to investigate the degree of relationship that exists among variables that the researchers cannot determine or manipulate. It also studies the relationship within a sample or group that is present naturally (Idaka & Anagbogu, 2012). A total sample of one hundred and forty-one (141) academic heads was chosen from a public high school in Cross River State. The technique of census sampling was employed to choose the respondents. A questionnaire with the title Management of Personnel Services and Goals Attainment Nexus in Universities (MPSGANQ) was used as the data collection tool. The study instrument was validated by three specialists in higher education administration to examine its content and face validity. The Cronbach reliability analysis was performed, and the results varied from 0.72 to 0.91. There were two sections to the instrument. A and B. Section A solicited demographic information from respondents, such as school name, gender, rank, and qualification. Section B has fifteen (15) items graded on a four-point modified Likert scale: strongly agree (SA) (4 points), agree (A) (3 points), disagree (D) (2 points), and strongly disagree (SD) (1 point). The acquired data were statistically analyzed using simple linear regression analysis of the Statistical Package for Social Science (SPSS) version 25, and the findings are provided below. The population is shown in figure 1 using a pie chart.



**Finding of the study**

*Hypothesis 1:*

*Management of staff recruitment service does not significantly predict goal attainment nexus in universities. The hypothesis was tested by using simple regression analysis. Table 1 present the result of the analysis.*

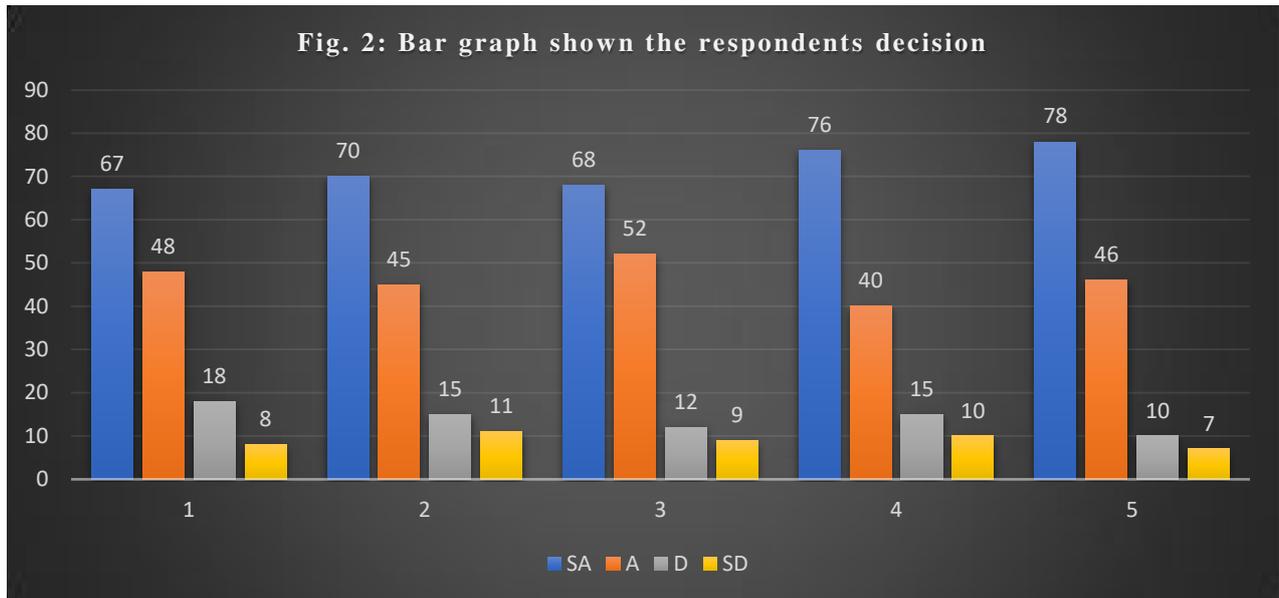
**Table1: Simple linear regression result of the prediction of management of staff recruitment service and goals attainment of the university.**

Model	R	R. square	Adjusted R. Square	Std error of the estimate	
1	.295(a)	.087	.080	2.46619	
Model	Sum of square	df	Mean square	F	p-value
Regression	80.562	1	80.562	13.246*	.000(b)
Residual	845.409	139	6.082		
Total	925.972	140			
Variables	Unstandardized regression weight B	Standardized regression weight	Beta weight	t	p-value
(Constant)	11.108	1.364		8.144	.000
management of staff recruitment service	.300	.082	.295	3.639	.000

\* Significant at  $p < .05$

Simple linear regression analysis result in table 1 showed that  $R = 0.295$  which indicates that there is a strong positive prediction between management of staff recruitment service and goals attainment of the university. The prediction of management of staff recruitment service and attainment of university goals given an adjusted  $R^2$  of .080. This indicates that the management of staff recruitment service account for 8.0% factor of the attainment of university goals in Nigeria public university. The result showed a significant signal that management of staff recruitment service is high relatively in the university.  $F = 13.246^*$  and the sig. value of .000 (or  $p < .05$ ) was obtained from regression table of the F-value of the Analysis of Variance (ANOVA) at the degree of freedom (df) 1 and 139. Hence, this led the rejection of null hypothesis one and upheld its alternate. The implication of this result

is that management of staff recruitment service significant predict attainment of university goals. The findings is further demonstrated in figure two using bar graph



*Hypothesis:2*

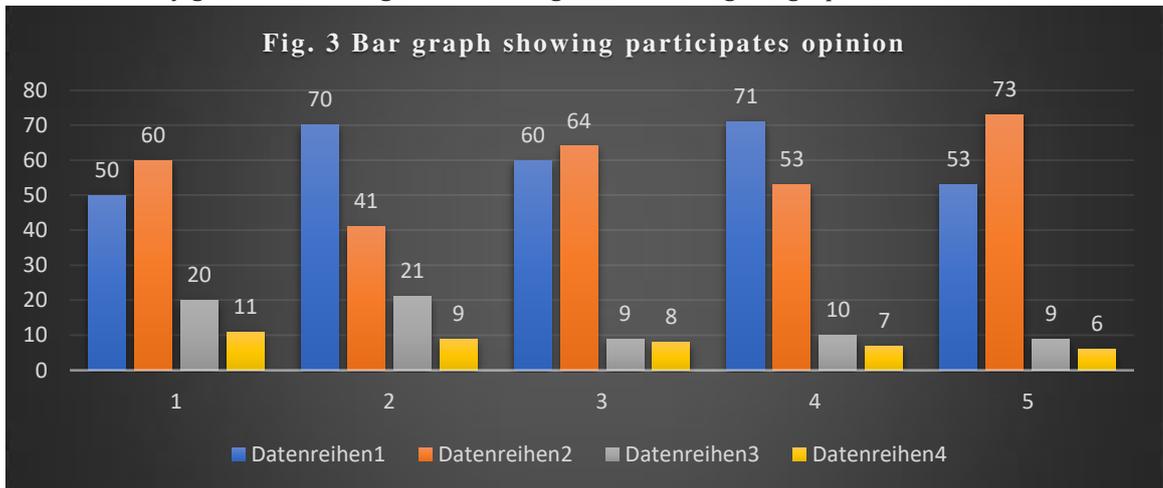
Management of staff training and development service does not significantly predict goals attainment of the university. Table 2 present the result of the analysis.

**Table 2: Simple linear regression result of the prediction of management of staff training and development service and goals attainment of the university**

Model	R	R. square	Adjusted R. Square	Std error of the estimate	
1	.682(a)	.466	.462	1.88658	
Model	Sum of square	df	Mean square	F	p-value
Regression	431.248	1	431.248	121.165*	.000(b)
Residual	494.724	139	3.559		
Total	925.972	140			
Variables	Unstandardized regression weight B	Standardized regression weight	Beta weight	t	p-value
(Constant)	6.157	.909		6.770	.000
Management of staff training and development service	.626	.057	.682	11.008	.000

\* Significant at  $p < .05$

The simple linear regression analysis of the prediction of management of staff training and development service and goals attainment of the university given an adjusted R<sup>2</sup> of .462. This implies that the management of staff training and development service accounted for 46.2% factor of the attainment of university goals. The result showed a significant signal that that management of staff training and development service is high relatively in the university. F =121.165\* and the sig. value of .000 (or p<.05) was obtained from regression table of the F-value of the Analysis of Variance (ANOVA) at the degree of freedom (df) 1 and 139. Hence, the null hypothesis two is rejected and its alternate upheld. The implication of this result is that prediction of management of staff training and development service is significant predictor of attainment of university goals. The finding is shown in figure three using bar graph



**Hypothesis:3**

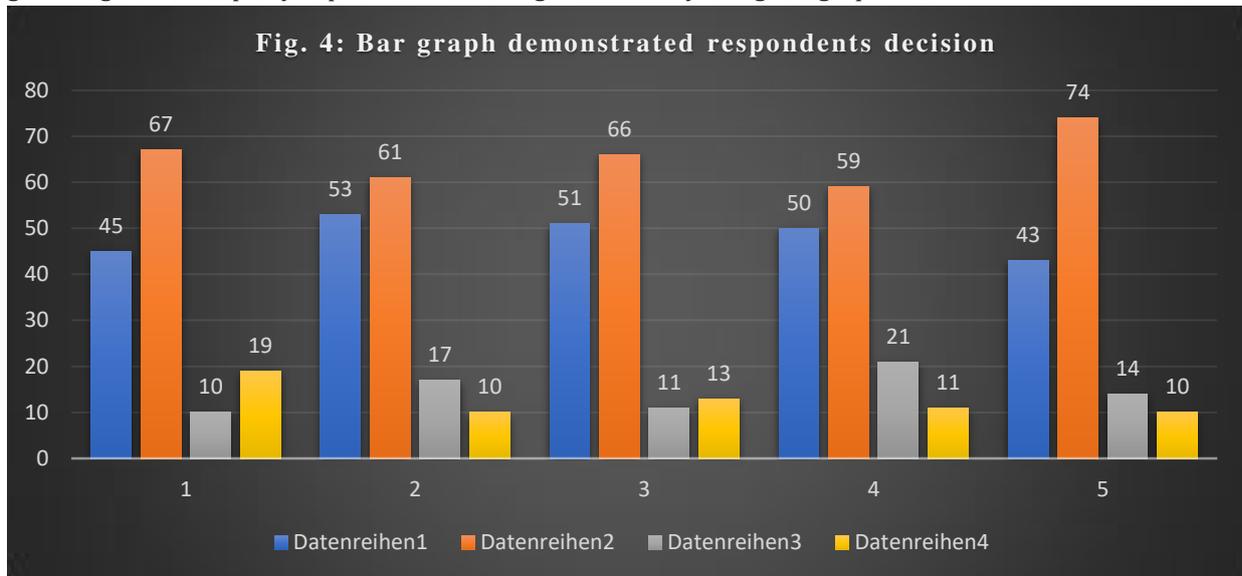
Management of staff wages and salary administration does not significantly predict goals attainment of university. The variables were measured continuously. Table 3 present the calculated result.

**Table 3: Result of the prediction of simple linear regression of staff wages and salary administration and goals attainment of university**

Model	R	R. square	Adjusted R. Square	Std error of the estimate	
1	.487(a)	.237	.231	2.25486	
Model	Sum of square	df	Mean square	F	p-value
Regression	219.239	1	219.239	43.120*	.000(b)
Residual	706.733	139	5.084		
Total	925.972	140			
Variables	Unstandardized regression weight B	Standardized regression weight	Beta weight	t	p-value
(Constant)	9.254	1.047		8.840	.000
Management of staff wages and salary administration	.434	.066	.487	6.567	.000

\* Significant at p<.05

Result of the prediction of simple linear regression of management of staff wages and salary administration and attainment of the university goals provide an adjusted  $R^2$  of .231. The result showed that the management of staff wages and salary administration provide 23.1% of the factor of attainment of university goals. The result showed a significant signal that management of wages and salary administration is high relatively in the university.  $F = 43.120^*$  and the sig. value of .000 (or  $p < .05$ ) was obtained from regression table of the F-value of the Analysis of Variance (ANOVA) at the degree of freedom (df) 1 and 139. Hence, the null hypothesis was rejected and its alternate upheld. The implication of this result is that prediction of management of staff wages and salary administration is a significant predictor of attainment of university goals. Figure four equally expressed the findings of the study using bar graph.



## Discussion

### ***Management of staff recruitment service and goal attainment nexus in universities.***

The findings of the hypothesis One result revealed that there is a significant prediction of the management of staff recruitment services and goal attainment in the university. The result is in line with the finding of Adu-Darko (2014), who found that effective recruitment and selection of workers is a challenge with a number of barriers hindering workers, such as ineffective job analysis, poor human resource (HR) planning, the cost of employees' selection and recruitment, the incompetency level on the part of employees, and the inability to present a work description to reflect the genuine requirements of the work before recruitment and selection of employees. This result is also in agreement with that of Bernard and Okofu (2014), Michalis and Dimitros (2015), Ibrahim (2014), Ekwoaba, Ikeije, and Ufoma (2015), and Bagatova (2017), who found constant political interference in the management of staff recruitment. They further found that recruitment was not done on the principle of federal character, skills, or a good attitude, which compounded the ethnic balancing problem. The brain behind this finding is that the management of employment and selection exercises in public universities is not credibly handled by experts to enhance the implementation of knowledge acquisition, curriculum content, and social development in the institutions. Hence, experts in human resource management should be involved in the employment committee of the university. The implication of this is that the committee will lack political interference in its operations and will discharge its responsibilities efficiently and objectively without favor or fear to ensure efficient management of recruitment and selection exercise for university goals attainment.

### ***Management of staff training and development service and goals attainment of the university.***

The findings of Hypothesis 2 showed a significant prediction of the management of staff training and development services with goals attainment in the university. The study finding is in the support of Mohd, Jamil, Azhn, Rahayu, Kamisah, and Norlizah (2016), which revealed that the school-based assessment

program for teacher training should be continued with strategic planning to enable teachers to meet up with their professional challenges in the school. It also corroborates the findings of Udida, Okpa, and the author (2015), who found a significant positive relationship between workshop attendance, knowledge acquisition, and teachers' effectiveness in the study area. The study is in consonance with the findings of Uysal (2012), Ogunrin (2011), Lockhart and Majal (2012), Allison (2013), Tahir (2014), Craig (2017), and Eze (2016), whose analysis revealed that enhancement of teachers' productivity is based on training and retraining to a great extent. It also indicated (4.02) for males and (3.32) for females differing perceptions of males' training and retraining impact on teachers' productivity. They also found that the attitude of teachers towards the training program was positive in general. The philosophy behind this finding is that staff development and training is the process of designing and implementing different varieties of planned educational activities meant to modify or transfer knowledge, attitudes, and skills through experience. They are designed to enable the staff to favorably meet changing circumstances and demand new pedagogical methods and technologies in the university system for goal attainment.

#### ***Management of staff wages and salary administration and goals attainment of the university.***

The findings of Hypothesis 3 reveal that the management of staff wages and salary administration significantly predicts goal attainment in universities. The study findings are in tandem with Okwudili and Enyioko (2015) and Tinuke (2019), whose results showed pay disparity among faculty workers in private and public universities. This implies that faculty staff enjoy job security, working conditions, flexible working time, less supervision, freedom of association, fewer workloads, and an understandable communication line. The pay package and promotion prospects at the two universities significantly differ. Stoppage in disbursement of salary differences among workers was recommended to enable them to be satisfied with their work; steady upgrading of working conditions and enhancement of career advancement were recommended. A review of worker salaries and regular career advancement policies should be encouraged to avoid workers remaining permanent in their careers. Similarly, the study findings tally with Edirisooriya (2014), Abdullahi and Babagana (2015), and Akinfolarin (2015), whose results revealed that payment for innovation and creativity, awards with impressive titles, appreciation for genuine effort, and acknowledgement boost university lecturers' productivity. The study recommended adequate provision of chances for research development and professional growth, prompt payment of lecturers' salaries, academic staff working relationships, and the availability of institutional facilities to further advance their performance, among others, by university managers and other tertiary institutions. Another study finding is in corroboration with Hameed, Ramzan, Zubair, Ali, and Arslan (2014), whose results showed that employee performance significantly relates to compensation. Also, as revealed by regression analysis, the findings revealed a joint prediction of the dimensions of reward on employees' performance. The thinking behind this contradiction in the study finding is that the studies of these researchers were conducted in locations other than the research location. Also, the effects of corruption and the inability of the university management to pay lecturers adequate wages and salaries, allowances, and monetary incentives as and when due could make the respondents think that the management of staff wages and salary services negatively promotes the university's goals in the sampled institutions.

#### **Conclusion**

The result of the data analysis on hypothesis one revealed that the management of staff recruitment services significantly predicts the attainment of university goals in terms of knowledge acquisition, curriculum content, social development, and overall goal attainment in public universities. The implication of the result indicated that the higher the level of management of staff recruitment services, the higher the goals attainment of public universities can be ensured, while the lower the level of management of staff recruitment services, the lower the goals attainment of public universities in terms of knowledge acquisition, curriculum content, social development, and overall public university goals attainment. The findings of Hypothesis 2 revealed that the management of staff training and development services indicated a significant predictor of university goals attainment. This finding implies that the higher the level of staff training and development

services management, the higher the goal attainment of the universities could be enhanced, and vice versa in terms of knowledge acquisition, curriculum content, social development, and overall university goal attainment. Hypothesis three found that there is a significant prediction of the management of staff wages and salary service with university goals attainment in terms of knowledge acquisition, curriculum content, social development, and the overall goals attainment of the public universities. This finding implies that the higher the rate of management of staff wages and salary services, the higher the goal attainment of the universities could be ensured, and vice versa in terms of knowledge acquisition, curriculum content, social development, and overall university goal attainment.

### Recommendations

Based on the findings and conclusion of the study, the following recommendations were made:

- Management of the university should follow recruitment criteria while employing new staff in order to increase productivity as well as achieve university goals.
- The university management should give staff training and development opportunities to develop their staff in order to achieve university goals and staff career development.
- The university management should avoid unnecessary deductions on staff salaries, and this will encourage productivity among staff.

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