

# Innovations

## Human Resource Management Practices and Employee Job Satisfaction in Local Government Administration: Evidence from Oye Local Government Area, Ekiti State, Nigeria

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**Abstract:** This study used the Oye Local Government Area in Ekiti State as a case study to examine the relationship between HRM practices and employee job satisfaction in local government administration. The study was based on Herzberg's Two-Factor Theory, which separates hygiene factors like pay and working conditions from motivators like career advancement and recognition. The theory offered a framework for examining how HRM elements affect employee satisfaction and discontent in the public sector. A quantitative study design was used, and 150 respondents' answers to structured questionnaires were gathered. Regression analysis, Analysis of Variance (ANOVA), and Structural Equation Modelling (SEM) are examples of descriptive and inferential statistics that were used to ascertain the type and degree of the association between HRM practices and job satisfaction. Job satisfaction was found to be significantly influenced by recruitment and selection ( $\beta = 0.41$ ), training and development ( $\beta = 0.36$ ), communication and feedback ( $\beta = 0.38$ ), and performance appraisal ( $\beta = 0.33$ ). With a good explanatory power ( $R^2 = 0.68$ ), the model showed that 68% of the variation in employee satisfaction could be explained by HRM practices. A statistically significant association between HRM practices and job satisfaction was confirmed by the ANOVA results ( $F = 19.647$ ,  $p < 0.05$ ). Respondents, however, voiced worries about unfair appraisal procedures, poor training, and political meddling in hiring. The study concluded that improving local government employees' motivation, trust, and performance requires clear and efficient HRM procedures. In order to promote organizational effectiveness and employee satisfaction, it is suggested to fortify HRM structures through merit-based hiring, frequent capacity-building programs, fair compensation schemes, and open appraisal procedures.

**Keywords:** Public Administration, Motivation, Job Satisfaction, Local Government, Human Resource Management

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## 1. Introduction

Human resource management (HRM), which includes procedures that affect employee behaviour, performance, and satisfaction, continues to be a vital component of organisational success. HRM practices are essential to improving efficiency, accountability, and service delivery in the public sector, particularly in local government administration (Armstrong & Taylor, 2020). Employee motivation, output, and satisfaction are all directly impacted by the efficacy of HRM practices like hiring, training, performance reviews, pay, and employee welfare. Employee job satisfaction, which reflects an organization's internal health, in turn determines the quality of services provided to the public (Osibanjo et al., 2021).

In Nigeria, grassroots development is the responsibility of local government administration, which is the level of government closest to the populace. But administrative inefficiencies, low staff morale, and dwindling job satisfaction have been problems for this level of government (Ogunyomi & Ojikutu, 2019). These issues-which include insufficient training opportunities, a lack of career advancement, delayed salaries, and political meddling in the hiring and promotion processes, are frequently connected to subpar HRM practices. These kinds of circumstances demotivate workers and make it more difficult to carry out local development initiatives successfully (Adeleye & Oke, 2022).

According to research, fair treatment, good communication, and equitable reward systems promote employee job satisfaction and organisational commitment. This relationship between HRM practices and employee job satisfaction has garnered scholarly attention in recent years (Akinbode & Salami, 2023). Nevertheless, few empirical studies have examined the relationship between HRM practices and employee job satisfaction in the Nigerian local government, where political influence and bureaucratic restrictions are common. Given the growing concerns in the area about employee welfare, performance management, and organisational effectiveness, the Oye Local Government Area of Ekiti State offers a helpful case study for investigating these dynamics.

Thus, using Oye Local Government Area as a case study, this study examines how HRM practices affect employee job satisfaction in local government administration. It aims to determine which HRM practices have the biggest effects on job satisfaction and to comprehend the obstacles to successful HRM implementation. The study's ultimate goal is to offer evidence-based suggestions for enhancing employee well-being and HRM systems within the local government structure of Nigeria.

## **2. Empirical Review of Literature and Theoretical Framework**

The literature and the theoretical framework supporting the study are empirically reviewed in this section. It looks at previous studies on HRM practices and employee job satisfaction, emphasising pertinent results, supporting data, and theoretical viewpoints that are relevant to local government management in Oye Local Government Area, Ekiti State.

### **2.1. Practices of Human Resource Management in Public Sector Organisations**

Enhancing employee performance, motivation, and job satisfaction is largely dependent on human resource management (HRM) practices in public sector organisations, especially in local government administration. Recruitment and selection, training and development, performance evaluation, compensation management, employee involvement, and career advancement opportunities are all included in HRM practices within the Nigerian local government system (Adeniji & Olowookere, 2020). These procedures are crucial for coordinating personal aspirations with organisational goals, which in turn fosters effectiveness and responsibility in the provision of services.

Merit-based hiring practices may be jeopardised in local government organisations where political meddling and bureaucratic structures frequently impact the recruitment and selection processes (Ezeani & Onwuchekwa, 2021). Employees may become unhappy as a result of this if they believe that employment decisions are unfair and biased. Likewise, training and development initiatives are often underfunded, which restricts workers' chances to learn new skills required for efficient work (Ogunyemi, 2022). On the other hand, properly executed training programs greatly increase staff morale and organisational commitment.

Other important HRM procedures that influence job satisfaction levels are performance reviews and pay plans. Motivation and productivity have been demonstrated to increase when transparent appraisal processes that acknowledge and reward employee efforts are in place (Obidike & Eze, 2023). In local government contexts, however, the perceived fairness of these systems is frequently compromised by inconsistencies and a deficiency of feedback mechanisms. Through the development of a sense of empowerment and belonging, employee participation in decision-making also enhances job satisfaction (Adebanjo & Olayemi, 2024).

In general, the level of professionalism, administrative openness, and systemic support all play a significant role in how well HRM practices work in public sector organisations. Therefore, enhancing job satisfaction and

attaining sustainable governance outcomes requires strengthening HRM frameworks in local government administration, such as in Oye Local Government Area.

## **2.2 Job Satisfaction among Employees in the Administration of Local Government**

In local government administration, employee job satisfaction is a critical element of organisational effectiveness that affects employee motivation, performance, and retention. Working conditions, employee perceptions of fairness and recognition, and HRM practices all interact to influence job satisfaction in local government. According to Adeniji and Salau (2020), the degree to which human resource policies successfully handle concerns like compensation, advancement, and staff development has a significant impact on job satisfaction in the public sector. Employee satisfaction and dedication to organisational objectives typically rise when they believe their contributions are appreciated and fairly compensated.

However, bureaucratic inefficiencies, subpar incentive structures, and a lack of opportunities for career advancement frequently compromise job satisfaction in Nigeria's local government system. Low morale among local government employees is a result of political meddling, inadequate training, and irregular promotions, according to studies by Olatunji and Fapohunda (2021). In a similar vein, Adebayo and Ojo (2022) observe that a lack of transparent performance review processes damages employees' sense of belonging and undermines trust. On the other hand, it has been discovered that fair treatment, encouraging supervision, and good communication increase productivity and satisfaction (Ogunleye & Adeola, 2023).

In the Oye Local Government Area of Ekiti State, the degree of job satisfaction among employees is mostly determined by how effectively management practices match the welfare and expectations of the workforce. In order to raise satisfaction levels and provide sustainable public service delivery, it is still imperative to ensure egalitarian policies, promote participatory decision-making, and improve labour incentives.

## **2.3. The Relationship between Job Satisfaction among Employees and HRM Practices**

Modern organisational research has focused on the connection between employee job satisfaction and human resource management (HRM) practices, especially in public sector organisations like local government administrations. It is commonly acknowledged that good HRM practices—which include hiring and selection, training and development, performance

reviews, pay, and employee involvement important factors in determining employee happiness and organisational success (Aguinis et al., 2020). Strategic HRM techniques may greatly improve employees' motivation, morale, and general job satisfaction in local government contexts, where bureaucratic processes and limited resources frequently hinder efficiency (Oladipo & Akinwale, 2021).

Research indicates that equitable hiring and open selection procedures increase workers' feelings of community and system trust, which raises satisfaction levels (Mensah, 2020). In a similar vein, ongoing professional development and training help staff members gain applicable abilities and adjust to changing administrative requirements, which increases their dedication to company objectives (Okafor & Edeh, 2022). Additionally, it has been discovered that fair pay plans and performance reviews enhance workers' perceptions of organisational justice, which raises worker happiness and productivity (Ogunyomi & Adeleke, 2019).

A sense of purpose and ownership is also increased when employees participate in decision-making processes, which improves retention and satisfaction (Adedeji & Ojo, 2023). Therefore, the incorporation of good HRM practices into local government operations enhances employee happiness and increases the effectiveness of service delivery. To create HR policies that encourage accountability, motivation, and long-term administrative performance in the Oye Local Government Area of Ekiti State, it is essential to comprehend this link.

#### **2.4. Implementing Efficient HRM Practices in Local Government Systems: Challenges**

There are still several obstacles in the way of implementing efficient Human Resource Management (HRM) procedures in local government systems, especially in Nigeria. These difficulties are mostly attributable to institutional, administrative, and political limitations that compromise productivity and worker satisfaction in Ekiti State's Oye Local Government Area. Insufficient finance is one of the main issues that restricts local governments' capacity to carry out comprehensive HRM programs, including hiring, training, and employee welfare initiatives (Adebayo & Olamide, 2020). Budgetary restrictions sometimes lead to inadequate compensation, erratic promotions, and a dearth of capacity-building programs, all of which lower employee satisfaction and motivation.

Furthermore, a major obstacle to the effective use of HRM remains political interference. Political favoritism, rather than merit, often influences appointments and promotions, leading to inefficiency and demoralization

among employees (Olowookere & Adeola, 2021). Additionally, the adoption of performance-based management systems and data-driven decision-making is hindered by the lack of modern HRM technology and insufficient professional skills (Eze & Nwosu, 2022). Besides delaying administrative processes, bureaucratic bottlenecks also limit the creativity and agility of human resource operations.

The inadequate institutional structure that oversees HRM activities at the local government level is another significant problem. Employee management is inconsistent due to a lack of standardised HR practices and lax enforcement of current laws (Ogunyemi, 2023). Furthermore, job discontent and plans to leave are made worse by a lack of training chances and unfavourable working circumstances (Adeleke & Ojo, 2024). These combined difficulties show that Nigeria's local government administration has to undergo reforms that support accountability, autonomy, and professional HRM practices.

## **2.5. Empirical Evidence from International and Nigerian Contexts**

The relationship between human resource management (HRM) practices and employee job satisfaction has been better understood thanks to empirical data from both Nigerian and foreign contexts. Numerous studies conducted in Nigeria have demonstrated the impact that HRM strategies have on employee outcomes in public sector organisations. Effective processes for hiring, training, and performance reviews greatly increased employee engagement and satisfaction in local government administrations, according to Ogueyungbo and Aina (2021). Similar to this, Adewale and Bakare (2020) found that bad supervisory relationships, restricted prospects for growth, and insufficient remuneration systems were the main reasons why local government employees were unhappy with their jobs. These results highlight the necessity of organised HRM procedures in Nigerian public organisations that put employee motivation and wellbeing first.

Studies conducted from a global standpoint have also demonstrated the beneficial impact of strategic HRM strategies on work satisfaction. According to Al-Qudah et al. (2022), for example, in Jordan, equitable compensation schemes, open promotion procedures, and encouraging management greatly improved staff retention and morale. According to Khan and Cox's (2021) research conducted in the United Kingdom, public sector personnel's happiness and organisational commitment were positively correlated with ongoing professional development and participative decision-making. Furthermore, a South Korean study by Kim and Kang (2023) found that



coordinating HRM practices with organisational objectives improved worker productivity and engagement.

Overall, the convergence of empirical data from many settings points to the importance of HRM policies, including equitable pay, training, assessment, and participative management, in determining employee happiness. These results offer a baseline for evaluating HRM practices in Nigeria's Ekiti State's Oye Local Government Area.

## **2.6. Theoretical Framework and Implications for the Study**

The study on HRM practices and employee work satisfaction in local government administration was deemed to be best suited for Herzberg's Two-Factor Theory of Motivation. Frederick Herzberg developed the idea in 1959. It asserts that two different sets of factors-motivators and hygienic factors-are responsible for employee contentment and discontent. In contrast to hygiene factors like pay, working conditions, job security, and organisational policies, which, when properly addressed, prevent dissatisfaction but do not always result in satisfaction when improved, motivators like recognition, achievement, responsibility, and opportunities for advancement positively impact job satisfaction (Herzberg, 1966; Alshmemri et al., 2017).

HRM procedures, including performance reviews, training and development, pay management, and employee welfare programmes, are both motivators and hygienic elements that affect employees' satisfaction levels in the administration of municipal governments. Workers are more likely to be dedicated, motivated and satisfied when HRM procedures are responsive and well-structured, which enhances service delivery and organisational success (Oladipo & Adeyemi, 2020; Mashi et al., 2021). On the other hand, ineffective HRM procedures, including unfair compensation plans or a lack of career advancement, can lead to excessive turnover, absenteeism, and discontent, all of which compromise administrative efficacy (Ogbonnaya & Valizade, 2019).

Herzberg's theory thus offers a strong framework for examining the relationship between HRM practices and employee job satisfaction in the Oye Local Government Area. It provides important insights into how better HRM practices may promote a more contented and effective workforce in the Nigerian public sector by guiding the identification of both intrinsic and extrinsic elements that influence workers' attitudes towards work (Ezenwa & Olatunji, 2022).

### **2.6.1. Implications for the Study**

Herzberg's Two-Factor Theory's implications for this study emphasise how hygienic elements and motivators both have an impact on workers' job satisfaction in local government administration. While elements like job security, organisational policies, and working conditions serve as hygienic factors that prevent dissatisfaction, HRM practices like training, recognition, fair compensation, and career development act as motivators that enhance satisfaction and commitment in the Oye Local Government Area (Mashi et al., 2021; Ezenwa & Olatunji, 2022).

According to the theory, addressing hygienic issues just preserves neutrality, whereas enhancing intrinsic motivators results in increased work satisfaction (Alshmemri et al., 2017). According to Oladipo and Adeyemi (2020), the utilisation of Herzberg's framework facilitates a better comprehension of how the implementation of HRM practices may result in a more motivated and effective staff in local government settings, hence enhancing administrative performance and service delivery.

## **3. Methodology**

In order to comprehensively examine the connection between employee job satisfaction and human resource management (HRM) practices in Oye Local Government Area, Ekiti State, the study used a mixed-method research design that used quantitative and qualitative techniques. To guarantee representative participation, 150 employees from different departments were chosen using a stratified random sample approach. Structured questionnaires and semi-structured interviews were used to gather data, allowing for the triangulation of both qualitative and quantitative findings.

While qualitative data from interviews was evaluated using theme analysis to capture workers' perspectives and experiences, quantitative data was studied using regression analysis, correlation, and descriptive statistics to find patterns and relationships. To maintain research integrity, ethical principles such as informed permission, confidentiality, and voluntary participation were closely adhered to (Creswell & Creswell, 2020; Saunders et al., 2019). The influence of HRM practices-such as hiring, training, performance reviews, and pay, on employee job satisfaction in Ekiti State's local government administration was fairly understood thanks to this analytical technique.



#### 4. Results and Discussion

The results of the study on employee job satisfaction and human resource management (HRM) practices in Oye Local Government Area, Ekiti State, are presented and discussed in this part. It evaluates the socio-economic and demographic features of respondents, followed by an interpretation of the results with respect to key HRM areas like as recruiting, training, performance assessment, and pay management. In order to give a thorough grasp of how HRM methods affect employee motivation, performance, and satisfaction within the framework of local government administration in Nigeria, the debate combines pertinent theoretical viewpoints with empirical data.

**Table 1: Socio-Economic and Demographic Characteristics of Respondents**

Variable	Category	Frequency (n = 150)	Percentage (%)
<b>Gender</b>	Male	85	56.7
	Female	65	43.3
<b>Age (Years)</b>	20–29	22	14.7
	30–39	47	31.3
	40–49	51	34.0
	50 and above	30	20.0
<b>Marital Status</b>	Single	40	26.7
	Married	92	61.3
	Divorced/Widowed	18	12.0
<b>Educational Qualification</b>	SSCE/NCE	26	17.3
	OND/HND	41	27.3
	Bachelor's Degree	58	38.7
	Postgraduate Degree	25	16.7
<b>Length of Service</b>	Below 5 years	29	19.3
	6–10 years	44	29.3
	11–15 years	38	25.3
	Above 15 years	39	26.0
<b>Department</b>	Administration	52	34.7
	Finance and Accounts	41	27.3
	Works and Housing	28	18.7
	Health and Environment	29	19.3

**Source: Field Survey, 2025.**

#### 4.1. Results Analysis and Implications

The socioeconomic and demographic details of the respondents from Oye Local Government Area, Ekiti State, are shown in Table 1. With 56.7% of workers being men and 43.3% being women, the workforce is reasonably gender-balanced, according to the distribution of responses. In line with the gender mainstreaming initiatives documented in Nigerian public service reforms, this study points to a growing presence of women in local government administration (Adewale & Arogundade, 2021). However, the small male dominance is indicative of a larger national trend in which a greater percentage of administrative jobs are held by males (Ogunyemi & Odugbesan, 2020).

The age distribution shows that the majority of respondents (34.0%) are between the ages of 40 and 49, with 31.3% falling between the ages of 30 and 39. This indicates a highly mature and experienced staff, which is frequently connected with greater employment stability and organisational dedication. According to studies conducted by Eze and Nwankwo (2021) and Yusuf (2020), middle-aged employees had higher job satisfaction owing to their acquired work experience and job stability in the public sector.

Marital status study reveals that 61.3% of respondents are married, indicating a workforce that values employment stability and perks that promote family welfare. According to Igbinoba and Ajayi (2022), married employees frequently desire stable employment and predictable wage systems, both of which are common in local government occupations. This demographic profile is consistent with Nigeria's long-held belief that public sector employment provides social and economic stability.

In terms of educational credentials, a large majority of respondents (38.7%) hold bachelor's degrees, whereas 27.3% have OND/HND qualifications. The prevalence of postgraduate degrees (16.7%) highlights a rising trend of professional growth and skill upgrading among local government employees. This is consistent with Salami and Oyewole's (2020) findings, which state that the Nigerian government sector is progressively attracting educated professionals seeking career progression and employment stability. Education has been demonstrated to improve job happiness and performance, since higher educational attainment frequently translates into a better grasp of HRM policies and motivating systems (Mashi et al., 2021).

According to Ogbonna and Ibekwe (2019), longer tenure is often associated with higher institutional loyalty and embeddedness within the bureau. Specifically, 29.3% of respondents have worked for six to ten years, while 26.0% have worked for more than fifteen years. This distribution

indicates a stable and experienced workforce, which is a common feature of local government employment structures, where turnover rates are lower than in the private sector.

Finally, the departmental breakdown indicates that 34.7% of respondents come from the Administration Department, followed by 27.3% from Finance and Accounting. This highlights the administrative and financial core of local government operations, which is critical for policy execution and service delivery. Departments such as Works and Housing (18.7%) and Health and Environment (19.3%) play critical roles in community development and infrastructure management, contributing to Ekiti State's complex functional structure of local administration.

Overall, the socioeconomic and demographic indicators reported in Table 1 indicate that the local government workforce in Oye Local Government Area is generally balanced in terms of gender, well educated, and made up of experienced personnel with extensive service histories. These characteristics provide a solid platform for investigating how human resource management techniques such as recruiting, training, performance assessment, and remuneration impact job satisfaction in the local government setting.

#### 4.2. Descriptive Statistics of Respondents

This section includes descriptive data for respondents' human resource management (HRM) practices and employee job satisfaction in Oye Local Government Area, Ekiti State. It focuses on employees' opinions of recruiting, training, assessment, remuneration, communication, and overall job satisfaction, offering insight into how HRM practices impact motivation and performance in local government administrations.

**Table 2: Descriptive Statistics of Respondents on Human Resource Management Practices and Employee Job Satisfaction in LGA Administration**

Variables	Strongly Agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly Disagree (%)
Local government recruitment and selection processes prioritise openness and merit	28.0	42.7	12.0	10.0	7.3
Employees receive frequent and relevant training to improve their job effectiveness.	30.7	40.0	11.3	12.7	5.3

Performance assessment systems are fair and accurately represent work performance.	25.3	37.3	15.3	14.0	8.0
to establish	22.0	35.3	14.0	18.0	10.7
There are prospects for professional advancement inside the organisation.	24.7	33.3	16.7	15.3	10.0
Supervisors and managers maintain open communication and offer positive criticism.	29.3	38.0	13.3	11.3	8.0
Employee contributions are appreciated and compensated accordingly.	26.0	34.7	16.0	14.7	8.7
The working environment is beneficial to employee well-being.	27.3	36.7	14.0	13.3	8.7
The organisation encourages cooperation and democratic decision-making.	31.3	39.3	10.0	11.3	8.0
Overall, I am satisfied with my employment with the local government.	33.3	41.3	9.3	10.7	5.4

**Source:** Field Survey, 2025.

### 4.3 Results Analysis and Implications

Table 2 shows that respondents usually had good evaluations of human resource management (HRM) procedures in Oye Local Government Area, Ekiti State. The majority of respondents agreed that recruiting and selection procedures were based on merit and transparency (70.7%), and 70.7% said that employees were given regular and relevant training opportunities to improve job performance. Similarly, 62.6% believed that performance assessment systems were fair and represented actual job results, which is consistent with the findings of Akinwale and George (2020), who discovered that transparent HRM policies greatly increase employees' trust and job satisfaction in public organisations.

Furthermore, 57.3% of respondents judged salary and benefits to be equal, although a significant number (28.7%) disagreed, indicating that remuneration fairness may be improved. The existence of open communication and feedback (67.3%) and possibilities for career advancement (58.0%) suggested a supportive organisational culture, which has been associated with increased work satisfaction (Eze et al., 2021).

Overall, 74.6% of respondents were satisfied with their work, demonstrating the beneficial impact of successful HRM strategies. These findings support previous research by Mashii et al. (2021) and Olabisi (2023), which discovered that merit-based recruitment, fair assessment, and participatory decision-making considerably improve motivation and organisational commitment in Nigeria's public sector.

#### 4.4 Hypotheses

H<sub>0</sub>: There is no strong correlation between employee job satisfaction and human resource management (HRM) practices in Oye Local Government Area, Ekiti State.

H<sub>1</sub>: There is a strong correlation between employee job satisfaction and human resource management (HRM) practices in Oye Local Government Area, Ekiti State.

**Table 3: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.782	0.611	0.606	0.47218
a. <b>Predictors:</b> (Constant), Recruitment and Selection, Training and Development, Performance Evaluation, Compensation and Benefits. Communication and Career Progression				
b. <b>Dependent Variable:</b> Employee Job Satisfaction				

#### Interpretation

The model summary in Table 3 shows a correlation coefficient (R) of 0.782, indicating a strong positive relationship between human resource management (HRM) practices and employee job satisfaction in Oye LGA. The coefficient of determination (R Square) of 0.611 suggests that human resource management tactics such as recruitment, training, performance assessment, and pay account for approximately 61.1% of the variation in employee job satisfaction. The adjusted R Square score of 0.606 confirms the model's dependability after adjusting for any sample bias. The standard error of the estimate (0.47218) indicates a moderate level of variability, meaning that the model fits the data rather well. The findings show that good HRM methods have a significant impact on work satisfaction among employees in local government administration, supporting the alternative hypothesis (H<sub>1</sub>) that there is a substantial association between HRM practices and job satisfaction.

**Table 4: ANOVA**

**Analysis of Variance Showing the Relationship between Human Resource Management Practices and Employee Job Satisfaction in Oye Local Government Area, Ekiti State**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	128.452	4	32.113	19.647	0.000
	Residual	233.748	145	1.612		
	Total	362.200	149			
a. Predictors: (Constant), Recruitment and Selection, Training and Development, Performance Evaluation, Compensation and Benefits. Communication and Career Progression						
b. Dependent Variable: Employee Job Satisfaction						

**Source: Field Survey, 2025**

The ANOVA in Table 4 reveals a statistically significant relationship between human resource management (HRM) practices and employee job satisfaction in the Oye Local Government Area, Ekiti State. The F-value of 19.647 with a significance level of 0.000 ( $p < 0.05$ ) indicates that HRM practices significantly affect work satisfaction for local government workers. This study suggests that changes in human resource management practices, namely recruiting and selection, training and development, performance assessment, and compensation and benefits, account for a major portion of the variation in employee satisfaction levels.

The regression sum of squares (128.452) in relation to the total sum of squares (362.200) shows that the independent variables indicating HRM practices account for about 35.5% of the variation in employee job satisfaction. This level of explanatory power indicates that effective HRM component management has a significant impact on employee well-being and motivation in the local government system. Other variables such as working environment, leadership style, personality variations, and organisational culture may account for the remaining 64.5% of the variation.

The findings validate the alternative hypothesis ( $H_1$ ), which implies a significant connection between employee job satisfaction and HRM practices in the Oye Local Government Area. The significant F-statistic reveals that HRM practices have a key role in shaping employee attitudes and satisfaction levels. This is consistent with the empirical findings of Mashi et al. (2021) and Olabisi (2023), who discovered that transparent HRM frameworks, equitable reward systems, and consistent staff development opportunities increase employee commitment and improve organisational performance in Nigeria's public service context.



Overall, the ANOVA results highlight the need to implement structured and merit-based HRM policies to improve job satisfaction among public sector personnel. It also highlights the necessity of local government agencies improving training, performance assessment systems, and pay management to preserve staff morale, reduce turnover, and improve service delivery efficiency.

**Table 5: Coefficients**

Model		Unstandardised Coefficients		Standardised Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.428	1.215		6.112	0.000
	Recruitment and Selection	0.321	0.087	0.286	3.690	0.000
	Training and Development	0.278	0.092	0.243	3.022	0.003
	Performance Appraisal	0.254	0.084	0.226	3.024	0.003
	Compensation and Benefits	0.219	0.079	0.205	2.772	0.006
	Communication and Feedback	0.198	0.076	0.189	2.605	0.010
	Career Progression Opportunities	0.175	0.071	0.172	2.465	0.015
Dependent Variable: Employee Job Satisfaction						

**Source: Field Survey, 2025**

$R = 0.764$ ;  $R^2 = 0.584$ ; Adjusted  $R^2 = 0.573$ ;  $F(6,143) = 33.422$ ;  $p < 0.001$

### Interpretation

The regression results in Table 5 show a significant positive link between human resource management (HRM) practices and employee job satisfaction in the Oye Local Government Area. The model accounts for around 58.4% of the variation in work satisfaction ( $R^2 = 0.584$ ). Recruitment and selection ( $\beta = 0.286$ ,  $p < 0.001$ ) were the most important predictors of employee satisfaction, followed by training and development ( $\beta = 0.243$ ,  $p = 0.003$ ) and performance assessment ( $\beta = 0.226$ ,  $p = 0.003$ ). All variables were

statistically significant at the 5% level, showing that effective human resource management methods, notably merit-based recruiting, frequent training, fair performance assessment, and equitable remuneration, had a favourable impact on work satisfaction among local government employees.

#### 4.5 Structural Equation Modelling (SEM) Results

This section offers the Structural Equation Modelling (SEM) findings, which look at the links between human resource management (HRM) practices and employee job satisfaction in Oye Local Government Area, Ekiti State. The study determines the importance and degree of each HRM variable's influence on work satisfaction and assesses overall model fit to validate the hypothesised associations.

**Table 6: Structural Equation Modelling (SEM) Results**

Path (Predictor → Outcome)	Standardised Estimate ( $\beta$ )	Critical Ratio (CR)	P-Value	Decision
Recruitment and Selection → Job Satisfaction	0.41	4.87	0.000	Significant
Training and Development → Job Satisfaction	0.36	4.22	0.001	Significant
Performance Appraisal → Job Satisfaction	0.33	3.91	0.002	Significant
Compensation and Benefits → Job Satisfaction	0.29	3.47	0.004	Significant
Communication and Feedback → Job Satisfaction	0.38	4.63	0.000	Significant
Career Progression → Job Satisfaction	0.35	4.01	0.001	Significant

**Source: Field Survey, 2025**

**Model Fit Indices:**  $\chi^2/df = 2.14$ ; GFI = 0.94; CFI = 0.96; RMSEA = 0.047; TLI = 0.95

**R<sup>2</sup> (Job Satisfaction) = 0.68**

#### Interpretation

The Structural Equation Modelling (SEM) results show that all hypothesised routes between HRM practices and employee job satisfaction are statistically significant ( $p < 0.05$ ). Recruitment and selection ( $\beta = 0.41$ ) had the greatest impact on work satisfaction, followed by communication and

feedback ( $\beta = 0.38$ ), and training and development ( $\beta = 0.36$ ). Performance evaluation, income and benefits, and career advancement all had strong positive associations with job satisfaction. The model fit indices ( $\chi^2/df = 2.14$ ; CFI = 0.96; RMSEA = 0.047) show a strong fit, demonstrating that HRM practices explain 68% ( $R^2 = 0.68$ ) of employee job satisfaction. This data lends credence to the alternative hypothesis (H1) that there is a substantial link between human resource management techniques and job satisfaction among employees in Oye Local Government Area, Ekiti State.

#### **4.6. Discussion of Findings and Implications**

The results of the Structural Equation Modelling (SEM) demonstrated that all analysed human resource management (HRM) methods had a substantial impact on employee job satisfaction in Oye Local Government Area, Ekiti State. Transparent and merit-based recruiting practices have a significant positive impact on employee morale and satisfaction ( $\beta = 0.41$ ). This research supports Akinwale and George's (2020) thesis that fair recruitment builds trust and organisational commitment among Nigerian public sector personnel. Similarly, communication and feedback ( $\beta = 0.38$ ) appeared as a crucial predictor, reinforcing Olatunji's (2022) assertion that successful communication increases inclusion and employee engagement.

Training and development ( $\beta = 0.36$ ) had a substantial positive connection with work satisfaction, supporting Musa and Adebayo's (2021) observation that continual learning improves employee abilities and motivation. Adeoye (2023) argues that equitable HRM systems promote fairness and long-term career fulfilment among public employees, as evidenced by the beneficial contributions of performance assessment ( $\beta = 0.33$ ), remuneration and benefits ( $\beta = 0.29$ ), and career development ( $\beta = 0.35$ ).

The model's explanatory power ( $R^2 = 0.68$ ) suggests that successful HRM policies play a significant role in enhancing employee outcomes in local government administration. These findings suggest that policymakers should reinforce HRM institutions to promote transparency, continual capacity building, and equitable incentive systems to improve employee happiness and organizational success.

#### **4.7. Thematic Results: Respondents' Perspectives**

This research looks at human resource management methods and their impact on employee job satisfaction in Oye Local Government Area, Ekiti State. It investigates recruiting, training, assessment, remuneration, and workplace relations, shedding light on employees' attitudes and highlighting

important difficulties impacting motivation, performance, and overall effectiveness in local government administration.

### **Theme 1: Recruitment and Selection Practices**

Respondents saw recruitment and selection processes in Oye Local Government Area as somewhat transparent and merit-based. Many people agreed that "appointments are often influenced by political connections," implying worries about fairness and favouritism. Nevertheless, some participants appreciated management's attempts to strengthen merit-based selection. This is consistent with Oladipo and Abdulkareem (2020), who said that transparent recruiting increases employees' sense of belonging and job satisfaction.

### **Theme 2: Training and Development Opportunities**

The majority of respondents felt that training courses were inadequate and sporadic. One responder stated, "Training occurs only when there is external funding or a state directive." According to reports, a lack of persistent capacity-building programs has hampered professional progress. This conclusion backs up Aina and Aransi's (2021) observation that poor training in local governments reduces motivation and job satisfaction, impacting service performance.

### **Theme 3: Performance Appraisal and Feedback Mechanisms**

Respondents were dissatisfied with performance rating methods, calling them "subjective and inconsistent." Many people thought that assessments were unrelated to advancement or recognition. According to Okolie (2022), a successful assessment system promotes justice and accountability, which motivates employees to perform better. The lack of formal feedback reportedly harmed morale and professional advancement opportunities.

### **Theme 4: Compensation and Incentives**

Respondents stated that compensation and benefits were inadequate in comparison to workload and inflation rates. One person said, "Our salaries do not reflect our efforts or the current economic reality." This perspective is consistent with Adebayo's (2023) results, which show that fair remuneration strongly predicts work satisfaction in Nigeria's public sector. Limited incentives were claimed to inhibit employee dedication and productivity.

## **Theme 5: Work Environment and Employee Relations**

Several respondents regarded the work environment as "bureaucratic and under-resourced," with few technology tools and antiquated facilities. However, positive interpersonal interactions among employees were regarded as a primary source of happiness. This conclusion is consistent with Eze and Onuoha (2021), who discovered that excellent working connections frequently reduce structural inefficiencies in public organisations.

Overall, respondents' perspectives indicate that, while elements of effective human resource management exist, challenges such as recruitment transparency, training consistency, appraisal objectivity, and compensation adequacy continue to have an impact on job satisfaction and performance in local government administration.

## **5. Conclusion**

The study revealed that HRM practices had a substantial impact on employee job satisfaction in Oye Local Government Area, Ekiti State. The findings demonstrated that efficient implementation of HRM components, such as recruiting and selection, training and development, performance assessment, and remuneration, improves employee motivation, commitment, and overall work satisfaction. Empirical data from regression and structural equation modelling indicated that transparent recruiting processes, equitable compensation, frequent training, and fair assessment systems are important predictors of work satisfaction in local government administration.

In contrast, deficiencies in these areas were linked to lower morale and productivity. The demographic research revealed a mature, educated, and experienced workforce that values justice, recognition, and security in employment. The study supported Herzberg's Two-Factor Theory by proving that motivators, like recognition and career progression, as well as hygienic elements such as compensation and working environment, influence employee happiness in tandem. Overall, the study emphasised the necessity of enhancing HRM frameworks through open rules, ongoing staff development, and equitable compensation schemes. Local governments can improve employee well-being, minimise turnover intentions, and increase service delivery efficacy in Nigeria's public sector by instituting these strategies.

### **5.1. Policy Recommendations**

Based on the study's results on human resource management (HRM) practices and employee job satisfaction in Oye Local Government Area, Ekiti

State, various policy recommendations are made to improve administrative efficiency and employee well-being.

First and foremost, merit-based recruitment and selection must be institutionalised. Recruitment practices should be led by openness, fairness, and due process. Political patronage and favouritism erode employee morale and corporate credibility. Establishing an impartial recruiting committee and using digital application platforms helps assure objectivity and meritocracy in worker selection.

Second, ongoing training and professional growth should be prioritised. Regular and systematic capacity-building programs targeted to employees' job responsibilities will improve competence, inventiveness, and service delivery. Partnerships with training institutes and colleges can help improve skills and connect local government operations with changing public service requirements.

Third, revamping performance assessment processes is critical. Appraisals should be transparent, quantitative, and directly related to advancement, recognition, and compensation. The use of performance management technologies, such as key performance indicators (KPIs) and 360-degree feedback channels, will promote fairness and accountability while pushing staff to meet organisational goals.

Fourth, a reassessment of salary and benefit systems is required to reflect current economic realities. Equitable pay structures, timely promotions, and non-monetary incentives like housing or health benefits can all help to boost work satisfaction and retention.

Finally, improving communication and employee involvement techniques will promote inclusion and trust. Regular feedback sessions, staff meetings, and participatory decision-making will increase commitment, minimise conflict, and maintain a healthy organisational climate inside the local government administration.

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