



10.5281/zenodo.14955770

Vol. 8 Issue 02 February - 2025

Manuscript ID: #1794

Assessment of the impact of human resource management practices on staff performance in Federal Medical Center, Asaba, Delta State

Omo Ekeneam (Dr.)

Department of Anaesthesia, Federal Medical Centre, Asaba

&

Morrison Umor Iwele (Ph.D)

Department of Educational Foundations

School of Education, Federal College of Education (Technical), Asaba, Delta State

ABSTRACT

The health sector is the fulcrum of the economic development of any nation because only healthy people work to advance a nation. The sudden drift of health professionals to other countries indicates possible gaps in the system that should be addressed. This study therefore assessed the impact of Human Resource Management practices on staff performance in Federal Medical Center (FMC), Asaba, and Delta State. The descriptive survey design was adopted in the study. Five research questions and four research hypotheses guided the study the population for the study consisted of all 1392 staff at the Federal Medical Centre, Asaba, and Delta State. The sample for the study comprised of 311 staff selected from different units of the FMC. The multistage sampling technique was adopted for the selection of the sample size. The purposive sampling technique was used to determine the units and departments to be used for the study. The stratified sampling technique was then used to determine the number of staff to be selected from each unit while the convenience method of selection was used for the final selection of the respondents. The instrument for data collection was a researcher's developed questionnaire titled; Human Resource Management and Health Staff Performance Questionnaire (HRMHSPQ). The instrument was a 37-item four-point rating instrument divide into two sections of 'A' and 'B'. section 'A' made provision for respondents' biodata while section 'B' provided statements that elicited responses from the respondents. The statements were grouped into clusters in line with the research questions. The instrument was validated by two experts while 0.73 consistency value was established after a trial test was conducted to determine the reliability. 330 copies of the instrument were administered, while 311 (94%) were returned and used for the study. Descriptive statistics of mean and standard deviation were used for data analysis while t-test statistical tool was used for the test of the hypotheses. Findings from the study revealed among other things that the Human Resources Management Practices of FMC, Asaba has clear stated goals aimed at enhancing staff performance and productivity but lacked strategies on how to motivate the staff to improve the quality of care and the level of customer satisfaction and build a strong reputation for the institution as it does not make adequate provision for compensation and benefits packages



This work is licensed under Creative Commons Attribution 4.0 License.

along with its health and safety policies; which affects the overall performance of staff. Based on the findings, the study recommended among other things that the Federal Government of Nigeria in partnership with the Hospital Management Board of the Federal Medical Centre Asaba should ensure the provision of the hospital with contemporary and adequate facilities/equipment that will make the system functional endeavour to create a conducive working environment that will foster staff performance, effectiveness, and efficiency.

Keywords:

Human resource management, Federal Medical Centre, staff performance and patients.

How to cite: Ekeneam, O., & Umor Iwele, M. (2025). Assessment of the impact of human resource management practices on staff performance in Federal Medical Center, Asaba, Delta State. *GPH-International Journal of Business Management*, 8(02), 78-93. <https://doi.org/10.5281/zenodo.14955770>

Introduction

Human resources management has recently received increasing attention from researchers, authors, public sector establishments, and corporate organizations. Policymakers believe that human resources are key contributors to the functional growth of a firm through improved performance, increased productivity, and economic growth of a nation in general (Adebisi & Odukoya, 2013). Productivity is the measure of the efficiency of the labor force. Human beings must be adequately trained, developed, and managed to keep the workforce efficient and performing. Higher labour productivity directly leads to increased organizational profitability.

Human resource management (HRM) is critical in healthcare organizations for several reasons. First, healthcare organizations rely heavily on their workforce to deliver quality care to patients. Without a well-trained and motivated workforce, healthcare organizations would be unable to meet their patients' needs. Second, healthcare organizations operate in a highly regulated and complex environment, constantly changing regulations and standards. HRM plays a vital role in ensuring the organization complies with these regulations and standards. Third, healthcare organizations face several challenges, such as a rapidly aging population, chronic diseases, and a shortage of qualified healthcare workers (Amah, & Okoye, 2018). This could be detrimental to the system if the personnel are not managed.

In recent years, there has been a growing body of research on the importance of HRM in healthcare organizations. A study by van den Heuvel et al. (2019) found that HRM practices are an important driver of healthcare performance, and can lead to improvements in patient satisfaction, quality of care, and financial performance. The study also found that HRM practices can have a significant impact on employee outcomes, such as job satisfaction, organizational commitment, and turnover intention. Additionally, a study by Ried and Jelacic (2019) found that HRM practices can improve the quality of care by increasing employee engagement and commitment to quality improvement. The study also found that HRM

practices can reduce burnout among healthcare professionals, which is an important factor in improving patient outcomes. In addition to these studies, a recent review by Goh et al., (2020) highlighted the importance of HRM practices in healthcare organizations. The review found that HRM practices can positively impact the quality of care, patient satisfaction, and financial performance. It also noted that effective HRM practices can help to attract and retain talented employees and contribute to a positive organizational culture.

The healthcare sector in Nigeria faces several significant challenges, which can have an impact on the effectiveness of HRM practices. First, there is a shortage of healthcare workers in Nigeria, which makes it difficult for healthcare organizations to attract and retain qualified staff. This is further exacerbated by the high emigration rate of healthcare workers from Nigeria to other countries. Second, the healthcare sector in Nigeria is underfunded, which makes it difficult for healthcare organizations to invest in HRM practices. Third, there is a lack of standardized training and education for healthcare professionals in Nigeria, which makes it difficult to ensure that all staff are properly trained and qualified. Fourth, there is a lack of regulatory oversight of healthcare organizations in Nigeria, which can lead to inconsistent standards of care. For example, a study by Ried and Jelcic (2019) found that HRM practices can lead to improvements in patient satisfaction and quality of care, even in low-resource settings.

The current state of HRM practices in the Nigerian healthcare sector is mixed. While some organizations have adopted modern HRM practices, such as performance management, training and development, and employee engagement, many others continue to rely on traditional, outdated methods. One key challenge is that healthcare organizations in Nigeria often do not see HRM practices as a priority. This is due to several factors, including a lack of resources, a lack of awareness of the benefits of HRM, and a focus on short-term rather than long-term solutions. Furthermore, there is a lack of qualified HR professionals in the country, which makes it difficult to implement and maintain effective HRM practices (Robert, & Addae, 2017). Despite these challenges, some organizations have made significant progress in implementing modern HRM practices.

There is evidence that HRM practices can have a positive impact on organizational performance in other sectors in Nigeria. For example, Adewumi(2014) posited that HRM practices, such as recruitment and selection, training and development, and performance management, were positively related to organizational performance in the banking sector. Similarly, a study by Osuji, Ozah, and Mbamali (2017) found that HRM practices, such as recruitment and selection, performance management, and rewards and recognition, were positively related to organizational performance in the telecommunications sector. These studies suggest that HR M practices can have a positive impact on organizational performance across different sectors in Nigeria. However, it is important to note that the impact of HRM practices may vary depending on the specific context and the industry.

There is a positive relationship between HRM practices and organizational performance. Amah and Okoye (2018) stated that effective HRM practices were significantly and

positively related to organizational performance in the banking sector in Nigeria. The study found that HRM practices, such as recruitment and selection, training and development, and performance appraisal, were significantly related to financial performance, customer satisfaction, and employee satisfaction. Additionally, a study by Nwigwe and Okoh (2018) found that HRM practices were significantly and positively related to organizational performance in the oil and gas sector in Nigeria. The study found that HRM practices, such as performance appraisal, job design, and compensation and benefits, were significantly related to organizational performance. These studies suggest that there is a strong relationship between HRM practices and organizational performance in Nigeria. Additionally, Rojas (2012); Asif et al., (2013); Obakpolo (2015); and Herring (2016) stressed the benefits of HRM to include interpersonal relationship, avoidance of petty tyranny, social responsibility, establishment of positive work environment, government and government agency, interactional justice, profitability and motivation, brainstorming, employee and customer satisfaction, quality improvement, ethical disposition, negotiations with union, corporate social responsibility, and industrial harmony. This aligns with the thrust of the Social Exchange Theory by George C. Homans (1958) that people are motivated by the expectation of reciprocity in social interactions. They seek to maximize rewards and minimize costs, aiming for a balance between what they give and what they receive. It emphasizes rewards, cost and motivation.

Rewards and minimal cost balance between what members receive and what they give cannot make meaning without the right organizational culture. It is in that light that the Organizational Culture Theory by Edgar H. Schein (1985) emphasizes that organizational culture plays a crucial role in shaping and influencing organizational behaviour. Organizational culture refers to the shared values, beliefs, and assumptions that guide the members of an organization and affect how they interact and make decisions. The theory foregrounds the importance of understanding and managing the cultural elements of an organisation for effective organizational functioning, leadership, and change. Health institutions have defined culture- way of operations. One can only fit in well if well guided and open to adapting and adjusting to the dictates of the institution.

Several studies on how health organization operate in relation to human resource management. For instance, Quansah (2013) looked at the impact of SHRM practices on organisational performance in the case of some rural banks in the Ashanti region of Ghana on bank facilities and found out that The findings of the study revealed that HR practices are improperly planned; implemented and managed by non-HR experts and that the practices, programmes and policies of these rural banks are lowly perceived by their employees. The study also showed that the enormous benefits of properly managing human resources are lost to these rural banks. This could have grave implications if it were to be health organisations as human lives are involved.

Also, Begum, (2016) study sought to establish the strategic human resource management practices and their effect on perceived organizational performance at the National Insurance Corporation of Eritrea. The finding from the study revealed that the corporation had

embraced a number of SHRM practices, but their systematic implementation was impeded by lack of clear formal policies/guidelines across the corporation and lack of a formal (written down) strategic plan, and that, though highly educated personnel were employed, they lacked proper human resources management skills.

Hee, Halim, Ping, Kowang and Fei (2019) researched the relationship between human resource management practices job performance in Courier Service Industry. The study investigated the relationship between employee motivation and job satisfaction. . Data was collected through questionnaire from 100 employees of a courier service company in Johor, Malaysia. The results of the multiple regression analysis showed that employment security and training and development were significantly related to job performance. The findings suggested that employment security is the most important factor that positively influences job performance followed by training and development. Compensation and benefits and performance management were found to be not significant in predicting job performance. In relation to these findings, human resource department shall put effort to create a climate of confidence on the company's work force so that employees will feel more secured and design suitable training programs that lead to the acquisition of new knowledge and skills for personal growth and enhancing job performance. All these varied responses point to the need for proper human resources management to avoid perceived inequality, inequity, and disparity in attention given to people of the same organization that can affect the productivity of the organization. it also points to the need for regular training, particularly health workers, to acquaint them with new ideas, skills, knowledge and attitude necessary for personnel growth, organizational growth and productivity, considering the nature of their job as the deal with human health.

Given the forgoing, this study aimed to examine the impact of human resource management on organizational performance in Federal Medical Center Asaba, the capital city of Delta State, Nigeria. The study aimed to ascertain whether there is a link between HRM practice, the productivity of the employees, and the overall performance of the facility.

Statement of the Problem

For some years running, institutions such as education, health, and the economy (banks) institutions are faced with several challenges that make the personnel embark on industrial action by downing tools. The outcome of such actions results in poor quality of services rendered by employees as some resign while others migrate to other countries. Those who hold onto their job seemingly feel dissatisfied with a poor commitment to work. This, perhaps, informed the need for human resource management to checkmate the excesses of employees, and develop them for contemporary best standards and practices. It is common to see large organizations in Nigeria set up a whole department for the sole purpose of managing human resources and hiring experts in the field to oversee HRM.

It is believed that what sets up most successful organisations, especially health institutions, apart is how they manage human resources. The ability to achieve and sustain competitive advantage lies within the workforce. Without exception, what keeps executives up at night

are decisions about human resources that are rather difficult and delicate: how to select and develop future leaders, how to reward good performance, or how to control labour costs while still treating people fairly. Seemingly compounding these decisions is the challenge of staffing. The problem of staffing is massive in most of the health facilities. The problem arises due to the quality and quantity of staff with respect to the size of the facilities. Often, poor staff recruitment and the selection process tend to threaten the productivity of the system. Many politicians interfere in the recruitment process. They favour some of their candidates who take away the place of eligible and skilled candidates. Some staff rarely stay in the health facilities located in remote areas where the management want their services. They try to shift into the cities for self-convenience and good earnings. The regular strike actions taken by hospital staff point to a lacuna that is linked to human resource management skills. Additionally, there is a perceived lack of adequate knowledge of how to use contemporary health facilities which require regular human resource training. Therefore, this study is an attempt to explore the impact of HRM practices in Federal Medical Center and the impacts on the institution's goal achievement and bridge the gap in literature.

Purpose of the Study

The purpose of this study is to:

- i. Identify the goals of Human Resource Management in Federal Medical Centre, Asaba, Delta State.
- ii. To assess the strategies adopted by human resource management practices to enhance the performance of staff at the Federal Medical Centre Asaba, Delta State.
- iii. To determine the extent to which human resource management practices influence the performance of the staff of the Federal Medical Centre Asaba, Delta State.

Research Questions

The following research questions guided the study.

- i. What are the goals of Human Resource Management in Federal Medical Centre, Asaba, Delta State?
- ii. What are the strategies adopted by the human resource management practices to enhance the performance of staff at the Federal Medical Centre, Asaba, Delta State?
- iii. To what extent do human resource management practices influence the performance of staff of the Federal Medical Centre Asaba, Delta State?

Research Hypotheses

The following research hypotheses were formulated and tested at 0.05 alpha level of significance.

H₀₁ There is no significant difference in the mean rating of medical doctors and nurses on the ways strategies adopted by human resource management practices enhance performance of staff at the Federal Medical Centre, Asaba, Delta State.

H₀₂ There is no significant difference in the mean rating of pharmacists and administrative officers on the influence human resource management practices have on organizational performance of staff in the Federal Medical Centre, Asaba.

Methodology

This study adopted a descriptive survey research design. This design was justified as appropriate since the study sought to establish the impact of human resource management on organizational performance. The target population of the study comprised the entire staff of the Federal Medical Centre (FMC), Asaba Delta State. FMC has a staff strength of 1,392 meaningfully deployed to the various departments and units. These include Doctors (377), Nurses (611), Pharmacists (54), Med Laboratory Scientists/Attendants (83), other Clinicals (112), Administrative Staff (101), and Programmers, (54), (Federal Medical Centre Asaba, Delta State Nigeria, 2020). The sample for the study consisted of three hundred and thirty (330) respondents comprising 88 doctors, 133 nurses, 17 pharmacists, 23 med laboratory scientists/attendants, 28 other clinics, 27 administrative staff, and 14 programmers. To arrive at this sample, the Taro Yamane formula for the selection of sample size for a study was adopted. The recommended ideal sample for a large population using this formular is 0.005 (or 5%) of the entire population. 5% of 1392 was 310.71. For a wider coverage and proper representation of the population, the researchers purposively expanded the sample by 22 which made the sample 330 respondents. Using the adopted formula, the quota sampling technique was used to draw 5% of the population of each unit. The random sampling technique was used to draw the actual respondents from each unit. The instrument for data collection was a researcher's self-structured questionnaire. The instrument was titled: Human Resource Management and Health Staff Performance Questionnaire (HRMHSPQ). The instrument was a four-rating scale type with 23 items with options tagged Strongly Agree, Agree, Disagree and Strongly Disagree for some. In contrast, others attract Very High Extent, High Extent, Low Extent, and Very Low Extent. The instrument had two segments tagged, part A and B. Part A had provision for respondents' biodata while Part B had statements that were meant to elicit responses from the respondents. The options of the instrument were weighed 4; 3; 2; 1 point respectively. Two experts in the Measurement and Evaluation of health education depart of the Federal College of Education (Technical), Asaba, Delta State validated the instrument. Two experts in the Measurement and Evaluation of Health Education Department of the Federal College of Education (Technical), Asaba, Delta State validated the instrument. A trial test was conducted to ensure the reliability of the instrument. The split-half method of the test was used. Twenty (20) respondents (10 medical doctors and 10 nurses) from Okwe General Hospital were selected and engaged in the trial test. The instrument was administered to doctors and nurses separately. The results generated from the two groups were subjected to a test of coefficient relationship with the use of Pearson Product Moment Correlation Coefficient (r) at 0.05 alpha level of coefficient. An index value of 0.73 was attained. The researchers administered 330 copies of the instrument to the selected staff. The researcher personally visited the hospital and carried out the study with the support of two guided research assistants. Four days were used for data collection. Out of the 330 copies of the instrument administered, 311 (94%) were retrieved and duly completed. The retrieved

copies were used for data analysis. Data collected from the completed questionnaire were analysed with descriptive statistics - mean scores and standard deviation. A decision rule (criterion mean score) of 2.50 was determined. To arrive at this, the weighted values of the options in the instrument were added together and divided by the number of options. This was done as follows. $4+3+2+1=10$, $10/4=2.50$. Thus, any mean value that ranged from 2.50 and above was treated as either to a high extent or agreed; while mean values that ranged below 2.50 were treated to a low extent or disagreed. The hypotheses were tested with the use of T-test statistics to determine if there were differences in the opinion of staff from the different units if at all it existed.

Results

Table 1: Demographic Presentation of Respondents Return Rate of the Instrument According to Units

Category	No. Distributed	No. Retrieved	No. Rejected	Percentage Returned
Doctors	88	85	3	97%
Nurses	133	128	5	96%
Pharmacists	17	15	2	88%
Med. Lab. Sc.	23	20	3	87%
Other Clinicals	28	26	2	93%
Administrators	27	24	3	89%
Programmers	14	13	1	93%
Total	330	311	19	94%

Source: Fieldwork Survey (2023)

Table 1 presents the return rate of the questionnaire distributed. The table shows that 330 respondents participated in the study. It also reveals that the participants include doctors (88), nurses (133), pharmacists (17), medical laboratory scientists (23), other clinical (28), administrative (27), and programmers (14). The table also revealed that from the number administered, 85(97%), 128(96%), 15(88%), 20(87%), 26(93%), 24(89%), and 13(93%) respectively for doctors, nurses, pharmacists, medical laboratory scientists, other clinical, administrative, and programmers were completed. The total number returned copies were 311(94%).

Research Question One: What are the goals of Human Resource Management at Federal Medical Centre, Asaba, Delta State?

Table 2: Mean and Standard Deviation Distribution of Respondents Views on the Goals of Human Resource Management at Federal Medical Centre, Asaba.

S/N	ITEM	SA	A	D	SD	x	SD	Decision
1	The goals of the Human Resource Management of FMC, Asaba are:							
2	To ensure a comprehensive recruitment and selection process that is designed to attract and select the best candidates for each position	87	71	78	75	2.55	1.14	Agree

Assessment of the impact of human resource management practices on staff performance in Federal Medical Center, Asaba, Delta State

3	To provide a range of training and development opportunities for its staff, including on-the-job training, formal courses, and mentoring programmes.	72	84	91	64	2.53	1.06	Agree
4	To ensure a robust performance management system that includes regular performance appraisals, goal setting, and feedback.	101	67	82	61	2.67	1.13	Agree
5	To offer competitive salary and benefits packages that would be designed to attract and retain the best talent including a pension scheme, health insurance, and other parks.	66	59	89	97	2.30	1.12	Disagree
6	To ensure robust health and safety programmes that include regular audits, training, and risk assessments.	89	111	71	40	2.80	1.00	Agree
7	To provide a safe and healthy work environment for its staff, with policies and procedures in place to promote well-being and prevent industrial accidents.	81	105	69	56	2.68	1.05	Agree
8	To promote diversity, and inclusiveness, and a range of policies and practices in place to support the system	90	81	97	43	2.70	1.03	Agree
9	To provide equal opportunities for employees and not discriminate based on race, gender, religion, or disability.	107	93	74	37	2.87	1.02	Agree
10	To promote a range of communication channels that are used to keep staff informed and engaged.	94	65	134	18	2.76	0.95	Agree
11	To provide a grievance and conflict resolution policy that is designed to resolve any issues or conflicts that may arise between staff members.	87	96	75	53	2.70	1.06	Agree
Grand Mean/Standard Deviation						2.65	1.06	Agree

Source: Fieldwork Survey (2023)

Table 2 reveals that respondents agree with all the items except with item 4 with a mean score of 2.30, a value that is significantly less than 2.50 the criterion mean. The mean scores for all the other items range between 2.53 and 2.87, values that are significantly higher than the 2.50 criterion mean. The grand mean and standard deviation are revealed to be 2.65 and 1.06 respectively. The result reveals that the goals of Human Resource management are to ensure a comprehensive recruitment and selection process that is designed to attract and select the best candidates for each position, provide a range of training and development opportunities for its staff, including on-the-job training, formal courses, and mentoring programmes. ensure a robust performance management system that includes regular performance appraisals, goal setting, and feedback, ensure robust health and safety programmes that include regular audits, training, and risk assessments, provide a safe and healthy work environment for its staff, with policies and procedures in place to promote well-being and prevent industrial accidents, promote diversity, and inclusiveness, and a range of policies and practices in place to support the system, provide equal opportunities for employees and not discriminate based on race, gender, religion, or disability. promote a range of communication channels that are used to keep staff informed and engaged, provide a grievance and conflict resolution policy that is designed to resolve any issues or conflicts that may arise between staff members.

Research Question 2: What are the strategies adopted by the human resource management practices to enhance the performance of staff at the Federal Medical Centre, Asaba, Delta State?

Table 3: Mean and Standard Deviation Distribution of Respondents Views on the Strategies Adopted by the Human Resource Management Practices to Enhance Performance of Staff of Federal Medical Centre, Asaba.

S/N	Item	SA	A	D	SD	x	SD	Decision
12	The hospital's recruitment and selection process ensure that it has the best staff for each position.	59	71	91	90	2.32	1.09	Disagree
13	The hospital's compensation and benefits package, along with its health and safety policies, help to reduce absenteeism and turnover.	61	72	79	99	2.31	1.12	Disagree
14	The hospital's focus on human resource management has helped to improve the quality of care and the level of customer satisfaction.	72	66	93	80	2.42	1.11	Disagree
15	The hospital's effective human resource management practices have helped to build a strong reputation both locally and nationally.	61	77	92	81	2.38	1.07	Disagree
16	The hospital's focus on human resource management has led to several cost savings.	72	67	90	82	2.41	1.11	Disagree
Grand Mean/Standard Deviation						2.36	1.10	Disagree

Source: Fieldwork Survey (2023)

Table 3 reveals that respondents disagree with all the items addressing research question two. The mean scores for the items range between 2.31 and 2.42; values that are significantly less than the 2.50 criterion mean. The result reveals the grand mean and standard deviation as 2.36 and 1.10 respectively. The result reveals that, although human resource management practices adopt specific strategies to enhance achievement of set objectives, they are not very particular about the recruitment and selection process to ensure the best staff for each position are engaged, care not much about compensation and benefits packages, along with its health and safety policies to help to reduce absenteeism and turnover. It also implies that the hospital's human resource management policy does not focus on human resource management to help improve the quality of care and the level of customer satisfaction, does not help to build a strong reputation both locally and nationally and does not ensure cost savings.

Research Question 3: To what extent do human resource management practices influence the performance of staff of the Federal Medical Centre Asaba, Delta State?

Table 4: Mean and Standard Deviation Distribution of Respondents Views on the Extent Human Resource Management Practices Influence the Performance of Staff of Federal Medical Centre, Asaba.

S/N	ITEM	VHE	HE	LE	VLE	x	SD	Decision
17	Human Resource Management Practices in FMC Asaba: Ensures that the recruitment and selection of staff	62	68	91	90	2.33	1.10	

Assessment of the impact of human resource management practices on staff performance in Federal Medical Center, Asaba, Delta State

	are based on merit							LE
18	Ensure that staff are employed based on professional knowledge and skills and thus improve productivity	71	98	64	78	2.52	1.10	HE
19	Make provisions for compensation and benefits packages along with its health and safety policies.	64	74	75	98	2.33	1.13	LE
20	Help to improve the quality of care and the level of customer satisfaction.	81	93	68	69	2.60	1.10	HE
21	Help to build a strong reputation of the hospital both locally and nationally.	63	79	71	98	2.34	1.12	LE
22	Reduce the mortality rate of patients.	92	85	62	72	2.63	1.14	HE
23	Curb absenteeism and carefree attitude of staff	87	93	62	69	2.64	1.11	HE
24	Promote cost-effectiveness and a reduction of wastage.	92	81	71	67	2.64	1.12	HE
25	Ensures staff commitment to work	102	78	78	53	2.74	1.09	HE
26	Motivates staff to take initiative in critical situations	68	75	95	73	2.44	1.08	LE
Grand mean/Standard Deviation						2.52	1.10	HE

Source: Field Work, 2024

Table 4 reveals that respondents agree to a high extent with items 22(2.52); 24(2.60); 26(2.63); 27(2.74), 28(2.64); and 29(2.74). The mean scores are significantly higher than the 2.50 criterion mean. However, respondents agree to a low extent with items 21(2.33); 23(2.33); 25(2.34); and 30(2.44). The mean scores for these items are significantly less than 2.50 criterion mean. The grand mean and Standard deviation of the result are 2.52 and 1.10 respectively. The result shows that Human Resource Management Practices influence the performance of staff of the Federal Medical Centre Asaba to some extent but to some extent does not. It reveals that Human Resource Management Practices help to ensure that staff are employed based on professional knowledge and skills and thus improve productivity, help to improve the quality of care and the level of customer satisfaction, reduce the mortality rate of patients, curb absenteeism and carefree attitude of staff, promote cost-effectiveness and reduction of wastage, and ensures staff commitment to work. On the other hand, it reveals that Resource Management Practices does not make adequate provision for compensation and benefits packages along with its health and safety policies; does not help to build a strong reputation of the hospital both locally and nationally and does not motivate staff to take initiative in critical situations. This implies that the human resource management practices at the health institution have a positive influence on staff productivity but also has negative impact on the system. on the organizational performance of the Federal Medical Center in Asaba, Delta State.

Test of Hypotheses

H0₁ There is no significant difference in the mean rating of medical doctors and nurses on the strategies adopted by the human resource management practices to enhance performance of staff at the Federal Medical Centre, Asaba, Delta State.

Table 7: Two Tail Tests of the Differences in Doctors and Nurses Mean Responses on the Strategies Adopted by Human Resource Management Practices to Enhance Performance of Staff of FMC, Asaba

Category	$\sum f$	\bar{x}	SD	Standard error	DF	t. cal.	t-cri	Decision
Doctors	85	1.05	0.21	1.028	211	0.227	1.59	Accepted
Nurses	128	1.03	0.71					

Source: Field Survey, 2024

Table 7 shows the sum of frequencies for doctors and nurses as 85 and 128 respectively. The grand mean scores for both categories are 1.05 and 1.03 respectively. It shows the standard deviations of 0.21 and 0.71 respectively with a standard error of 1.028. A degree of freedom of 211 and calculated value of 0.227 are established. However, it shows the critical value as 1.59. The rule guiding the test of hypothesis using t-test states that where the calculated value is higher than the critical value the hypothesis should be rejected but where the calculated value is less than the critical value, the hypothesis should be accepted. According to the figures in the table, the calculated value of 0.227 is significantly less than the critical value of 1.59. By virtue of the established rule guiding the test null hypothesis one is accepted. It implies that the mean responses of doctors and nurses and the strategies adopted by Human Resource Management to enhance staff of FMC staff do not significantly differ.

H₀₂ There is no significant difference in the mean rating of pharmacists and administrative officers on the influence human resource management practices has on organizational performance of staff in the Federal Medical Centre, Asaba.

Table 8: Two Tail Tests of the Differences in Pharmacists and Administrators Mean Responses on the Influence Human Resource Management Practices on Organisational Performance on Staff of FMC, Asaba

Category	$\sum f$	\bar{x}	SD	Standard error	DF	t-cal	t-cri	Decision
pharmacists	38	2.53	0.66	1.104	91	1.40	1.65	Accepted
Admin Saff	55	2.29	0.65					

Table 8 shows the sum of frequencies for pharmacist and administrative staff as 38 and 55 respectively. The grand mean scores for both categories are 2.53 and 2.29 respectively. It shows the standard deviations of 0.66 and 0.65 respectively with a standard error of 1.104. A degree of freedom of 91 and calculated value of 1.40 are established. However, it shows the critical value as 1.65. According to the figures in the table, the calculated value of 1.40 is significantly less than the critical value of 1.65. By virtue of the established rule guiding the test of hypothesis, null hypothesis two is accepted. It implies that the mean responses of pharmacists and administrative staff on the influence Human Resource Management Practices has on staff of FMC do not significantly differ.

Discussion of Findings

Finding from the study reveals that the Human Resources Management Practices of FMC has clear stated goals which are aimed at ensuring a comprehensive recruitment and selection process based on merit for each position, provide a range of training and development opportunities for its staff, regular performance appraisals, ensure health and safety programmes that include regular audits, training, and risk assessments, provide a safe and healthy work environment for staff, and promote well-being of staff and prevent industrial accidents. This finding aligns with the findings of Fox (2014), Guest (2015), and Edwardson (2017) who though in different studies, stressed that the goal of HRM is to serve as a tool that can help to integrate awareness in the workplace to obtain competitive advantage through policies that promote contemporary organizational practices.

Finding also reveals that the goal of Human Resource Management Practices also aims to promote diversity, and inclusiveness, provide equal opportunities for employees irrespective of race, gender, religious differences, or physical disabilities, and promote a range of communication channels that keep staff informed and engaged and provide a grievance and conflict resolution policy. This finding agrees with the findings of Alagaraja, and Miles (2019) who stated that inequality, gender biases, religious differences and other social indices tend to hamper the attainment of organizational goals and that for that reason, human resource management practices are put in place to guide the excesses of individuals who could be negatively influenced.

Further finding reveals that human resource management practices at FMC, Asaba, define specific strategies to enhance achievement of set objectives through global best standards and practices. It also reveals that despite the strategies defined, human resource management practices at FMC, Asaba is not very meticulous about the recruitment and selection process to ensure the best staff for each position are engaged; they care little about compensation and benefits packages for staff in line with health and safety policies to help foster commitment of staff. This finding complements the finding of Beyene (2018), who stated unequivocally that Human Resource Management practices set up strategies but lack systematic implementation plans and lack of clear formal policies/guidelines across organisations which culminate in lack of a formal (written down) strategic plan which manifest in inadequate and outright lack of highly qualified personnel. However, the finding is at variance with that of Gudex et al. (2017) who posited that medical facilities maintain robust health and safety programme that includes regular audits, training, and risk assessments; and that organizations with a robust health and safety programme had lower rates of accidents and injuries and that organizations with regular audits, training, and risk assessments were more likely to identify and address safety issues before they became a problem.

Conclusion

One of the most sensitive organisations in society is the health institution. This is because it deals with human health and lives. It therefore demands the commitment of all concerned. Part of the efforts to achieve total commitment is the initiation of Human Resources

Management practices. Human Resources Management is very important for every organization to grow and achieve its objectives. Organizations are established to achieve set objectives, and for the objectives to be achieved, the organization must use the management team and the rest of the workforce to plan and carry out the plan taking into consideration the varying factors, of the internal and external environment that exert their influence on the organization. Human resources management is expected to help organizations to achieve their objectives and enhance organizational success. However, the desired results are sometimes not achieved. This is largely due to several issues which include policy issues, implementation of policy, attitudinal issues, and bureaucratic bottlenecks. This demands proactive measures including renewed strategies for holistic rejuvenation of the entire system. Doctors, nurses, pharmacists, laboratory scientists and technicians, administrative officers, and other staff complain about challenges, injustice, inequity, inequality, exclusion, shortage or near lack of basic facilities, stress, excess workload, stagnation, poor motivational strategies, and inadequate reward in the system. This is not good for an organization that is saddled with the responsibility of healthcare services.

Human Resource Management practices without adequate strategies will not result in expected productivity. The strategies developed should provide a basis for managerial decision making. Strategic human resources management should aim to ensure the organisation remains competitive and able to satisfy both customers' (in this case patients) and shareholders' expectations.

Recommendations

Based on the findings of this research study, the following recommendations are put forward:

- (i) The Federal Government of Nigeria in collaboration with the FMC, Asaba management team should employ more qualified personnel based on professional skills and qualification to close the personnel gaps created overtime through unprofessional employment method. This will enhance professional practices and development in the institution.
- (ii) The Federal Government of Nigeria in partnership with the Hospital Management Board of the Federal Medical Centre Asaba should ensure to provide the facility with contemporary and adequate facilities and equipment that will the system functional. If that is done, redundancy will be checkmated, and efficiency not only attained but sustained.
- (iii) The Hospital Management Board of the Federal Medical Centre Asaba should endeavour to create a conducive environment that will enable human resources management practices to flourish by ensuring thatadequate and work friendly offices are put in place with the necessary equipment for the day-to-day activities.
- (iv) The management team of the Federal Medical Centre Asaba should develop plans in line with the vision and mission statement of the institution and engage the right workforce to achieve the desired organizational goals.

References

- Adebisi, K. O., & Odukoya, T. S. (2013). Human resource management practices and their impact on organizational performance of companies in Lagos State. *African Journal of Human Resources Management*, 11(2), 52-66.
- Adewumi, G. B. (2014). Human resource management practices and organizational performance in Nigeria. *Journal of Business and Finance*, 2(4), 33-39.
- Amah, B., & Okoye, V. N.O. (2018). The relationship between human resource management practices and organisational performance: A survey of selected firms in South-East Nigeria. *International Journal of Commerce and Management*, 28(4), 611-630.
- Asif, S.J., Munir, S., Muneer, S. & Naeem, A.T. (2013). Impact of Altruism, and courtesy on employees' attitude: A summary of telecom industry in Pakistan. *Middle-East Journal of Scientific*, 18(6), 815-820.
- Begum, S. M. (2016). Effect of strategic human resource management on organizational performance. *Anveshana's International Journal of Research in Regional Studies, Law, Social Sciences, Journalism and Management Practices*, 1(8), 87-90.
- Goh, K. B., Natarajan, S., Lai, S. M., & Jana, S. (2020). Impact of human resource management practices on organisational performance in a public healthcare organization in Malaysia. *International Journal of Human Resource Management*, 31(10), 1807-1828.
- Hee, O. C., Halim, M. A., Ping, L. L., T. O., Kowang & Fei, G. C. (2019). The relationship between Human Resource Management practices and job performance in the Courier Services Industry.
- Herring, C. (2006). Does Diversity Pay? Racial Compositions of Firms and the Business Case Diversity. Paper Presented at the Annual meeting of the American Sociological Association, Montreal, Canada.
- Nwigwe, O. S., & Okoh, I. P. (2018). Impact of human resource management practices on organisational performance of selected industries in Lagos state, Nigeria. *The Social Sciences*, 13(6), 843-852.
- Obakpoloe, P. (2015). Improving interpersonal relationship in workplaces. *Journal of Research in Education*, 5(6), 115-125.
- Osuji, A. B., Ozah, I. K., & Mbamali, E. B. (2017). Human resource management practices and organizational performance: A study of a public sector organization in Nigeria. *African Journal of Economic and Management Studies*, 8(1), 29-48.
- Quansah, N. (2013). The impact of HRM practices on organizational performance: The case study of some selected rural banks. Master's Thesis on Business Administration, School of Business.
- Ried, F. O., & Jelcic, N. (2019). Effects of human resource management practices on employees' job satisfaction and organisational commitment: An empirical investigation in the Nigerian banking sector. *Personnel Review*, 48(3), 393-414.

Ekeneam, O., & Umor Iwele, M. (2025). Assessment of the impact of human resource management practices on staff performance in Federal Medical Center, Asaba, Delta State. *GPH-International Journal of Business Management*, 8(02), 78-93. <https://doi.org/10.5281/zenodo.14955770>

- RobertM. R., & Addae, J. S. (2017). The role of human resource management practices onorganisational performance: literature review and research opportunities. *Review of Public Administration and Management*, 4(2), 1-15.
- Rojas, M. (2012). Happiness in Mexico: The importance of human relations, in happiness across cultures: Views of happiness and quality of life in non-western cultures. H. Selin and G. Davey (Eds.), Springer, 241-252.
- van den Heuvel, D. J., de Pater, I., van den Berg, R. M., & Boon, D. A. (2019). Human resource management practices, employee commitment and perceived performance in government agencies: A study of the linkages in the Netherlands. *International Journal of Human Resource Management*, 30(4), 719-739.