

Effect of Human Resources Management (HRM) on Employee Effectiveness in Akwa Ibom State University, Nigeria

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Abstract

This study examined the effect of human resources management (HRM) on employee effectiveness in Akwa Ibom State University. Employee orientation, work routine and employee relations were the dimensions of human resource management used, while employees' effectiveness was measured by job satisfaction, efficiency and performance. The study adopted a survey research design and also utilised primary data to gather first-hand information from the respondents. The population of the study was made up of a total of 1491 employees of the University, while the sample size consisted of 315 participants through the use of Taro Yamane's formula. A simple random sampling technique was adopted to ensure that there was no bias in choosing the respondents for this study. This research made use of a closed-ended structured questionnaire which was based on a five-point Likert scale ranging from Strongly Agreed (SA=5), Agreed (A=4), Undecided (UN=3), Strongly Disagreed (SD=2) and Disagreed (D=1). A regression model was used to test the hypothesis. The findings of the study showed that employee orientation does have a significant effect on job satisfaction in Akwa Ibom State University, employee routine work does have a significant effect on efficiency of employees in Akwa Ibom State University, and employee relations does have a significant effect on performance in Akwa Ibom State University. Therefore, it was concluded that human resources management does have a significant effect on employee effectiveness in Akwa Ibom State University.

Keywords: Human resources management, employee effectiveness, employee orientation, work routine, employee relations, job satisfaction, efficiency and performance.

Introduction

Organisational resources are precious assets that allow them to achieve and sustain competitive advantage. Among these resources, the human resources are the most valuable as they determine the assessment and operation of other resources owned by the organisation. Human resources management plays a critical role in employee effectiveness. Human resources management is that section of managerial activities responsible for sourcing and recruiting talented employees into the organisation and managing them up to their retirement or other forms of separation from the organisation. It involves careful analysis of the work position to discover the position description and specification of the type of personnel that can fit that position.

Most organisations are already facing employee-related problems such as stress-related illness, burnout, absenteeism, violence and corruption. Research shows that this holds mostly in organisation which had not embedded human resources management practices into their culture. The problem is that most employees venture into their workplace without the zeal and passion for the work they are doing. Hence, they tend not to be committed to their task, and they show a lack of interest in exerting effort towards achieving the task assigned to them. Suffice it to say that this negative attitude rubs off on other staff, as co-workers' commitment is a strong indicator of employees' commitment.

Most organisations do not place value on employee orientation as they see it as a waste of organisational resources. To manage employment relationships effectively, human resource management involves the practice of conducting orientation and induction programs for new employees to direct them on organisational goals and vision and what is expected of them in achieving these goals. New employees in these organisations find it difficult to fit into the new work system, and this eventually results in confusion, underperformance and dissatisfaction for the affected employee. Where orientation is not conducted for the newly recruited workers, an employee's ability to reach his/her full potential is usually slow. To address this uncertainty, employees constantly seek information to reduce the uncertainty and conflicts. Also, without orientation for new hires, organisations experience poor job performance and a high rate of employee turnover. This is due to the fact that the employees are not properly equipped with the knowledge of how to perform their tasks, and thus lead to stress and role conflict. Most of the time, the employee may get sanctioned for poor performance, hence they will seek other job options and eventually leave when they find one.

Routine work builds a framework of the day-to-day activities of the organisation. It is usually developed by the human resources department through job analysis, which clearly states the description of work activities for each position and the specification of the type of personnel needed. An organisation faces chaos where there is no routine; a lack of routine leads to higher costs for the organisation as it affects the quality and level of value offered to the client and this also affects their satisfaction and patronage. Employees who are engaged in routine work often feel mental fatigue due to a lack of new challenges to conquer. Routine work feels boring overtime and employees may develop apathy for such tasks, hence resulting in task avoidance. This also results in diminished motivation and satisfaction. Routine uncertainty, which does not specify the timeframe/terms and conditions for employees' work, could lead to distress, depression and restlessness. When tasks are not properly scheduled and employees are not aware of what is required of them, it leads to frustration and may even cause dissatisfaction when employees are assigned to task which are challenging and above their performance level. Behavioural effects of

routine work include absenteeism, carelessness and negligence, which diminish the intended efficiencies to be had from the separation of functions in routinised work systems. Routine instability in work schedule is associated with psychological distress, poor sleeping qualities and unhappiness. Lack of routine work has a negative effect on employee performance. Absence of routine work has a negative impact on employee health and well-being due to the work-life conflict it causes.

It is also worthy to note that the quality of employee relations can lead to either job satisfaction or dissatisfaction. Employee relations is a key practice in human resource management as it is concerned with managing employment relationships between the employer and the employees. It covers sections such as stating terms and conditions governing employment, addressing problems arising between the employer and the employee and participatory management. Where employees are treated with a lack of dignity and respect for their personality by the management or their superior, it lowers their work morale and eventually leads to low performance. Poor relationships among the workforce lead to resentment, lack of care and support for one another and eventually lower employees' satisfaction and performance. Most employees are unwilling to go beyond the discretionary tasks assigned to them, and this attitude hinders creative thinking and team spirit. Also, the employer-employee relationship creates a significant impact on work performance. Employers/management/superiors who regulate a conducive working environment tend to get more performance from their workforce, and vice versa

This research paper seeks to proffer a solution to these problems and ensure that the goals of the organisation are achieved accordingly. For this purpose, the research aims at examining the effect of human resource management on employee effectiveness in Akwa Ibom State University, Nigeria.

Objectives of the Study

The major objective of this study is to examine the effect of human resources management on employee effectiveness in Akwa Ibom State University, Nigeria. Other specific objectives include:

- i. To ascertain the effect of employee orientation on job satisfaction in Akwa Ibom State University.
- ii. To determine the effect of employee routine work on efficiency in Akwa Ibom State University.
- iii. To examine the effect of employee relations on performance in Akwa Ibom State University.

Research Hypotheses

- H₀₁:** Employee orientation does not have a significant effect on job satisfaction in Akwa Ibom State University, Nigeria.
- H₀₂:** Employee routine work does not have a significant effect on the efficiency of employees in Akwa Ibom State University.
- H₀₃:** Employee relations does not have a significant effect on performance in Akwa Ibom State University.

Literature Review

Human resources management plays an important role in the success of any organisation. Human resources management (HRM) is a specialised role aimed at coordinating the activities of employees towards achieving organisational goals (Misau, 2023). Yingying (2017) defined human resources management as the process of attracting potential candidates, developing their abilities

and retaining personnel who can improve the organisation's work quality. HRM views employees as a collective asset which forms the human capital base of the organisation. HRM in the private and public sectors faces various challenges such as technological changes, economic, social and political interferences (Arbab & Mahdi, 2018). To be successful, an organisation must understand and comply with ethical values demanded by the various environmental factors (Uwa e al., 2018). HRM seeks to align individual needs with organisational needs in order to achieve mutual goals (Basu & Chaudhury, 2025). The Directorate of Human Resources in Akwa Ibom State University (AKSU) is responsible for managing employees' welfare, such as recruitment, appraisal, promotion, motivation, and conflict resolution, among others. Employees achieve the goals of the organisation by performing their assign task and in return, the organisation offers them various reward packages to compensate their effort and meet their own needs. The activities practised in human resources management include human resources planning, recruitment, selection, placement, employee orientation, training, compensation, employee relations, motivation, work schedule/routine, employee discipline and retirement plan, among others.

Employee Orientation

One of the critical factors that determine organizational success is its human resources. Oftentimes, new employees tend to be nervous during the first few weeks of resumption. However, orientation paves a pathway for them by getting them familiarised with the organisational goals, co-workers, work schedule, ethics and hierarchy. Employee orientation is an event which is aimed at introducing the organisation's history, structures and policies to new hires (Nosike, 2022). Barowski & Kadian-Baumeyer (2023) defined job orientation as the process of getting new employees acquainted with the job and environment during the early stage of their employment. Asare-Bediako (2008) defined organisational orientation as the strategy which is used to share the organisational missions and values with new employees, and also helps employees to align their personal values to the overall values upheld by the organisation. Orientation programs assist new employees in having a clearer understanding of their roles and responsibilities. Orientation also allows employees to learn from supervisor(s), understand the work process better, while also acquainting themselves with various hierarchies within the organisational structure. This, in return, helps the employee build their mind and focus on the job, thereby achieving efficiency and effectiveness on the job. Employee orientation sets new employees up for success by providing them with relevant information and resources that they need for their job (Arnold,2023). This also boosts employees' performance and job satisfaction.

Employee orientation is important to both employees and the organisation at large. It improves employees' performance, enhances their satisfaction and empowers them towards the achievement of the organisational goal. Employee orientation serves as a platform to establish a long-term relationship with new employees, hence enhancing employee performance and commitment (Dolan et al., 2011). Orientation prepares new employee for their job, giving them details about their responsibilities and also how to perform their task. Employee orientation helps employees to integrate with workplace procedures and also enhances better communication among co-workers and other employees (Nosike, 2022). Orientation can also take place during organisational change; management will have to sensitise employees about the need for the change and the new skills or work activities required to make that change effective.

Employee orientation program is often handled by a senior employee or specific units such as the human resources department. The orientation period varies depending on the orientation involved. It can be conducted before an employee commence his/her job fully, or it can be carried out after resumption. The number of days and weeks used for the orientation training will depend

on the organisation itself. New employees' worries about the organisation are revealed through the information that they get during orientation.

Orientation programs in Akwa Ibom State University (AKSU) are usually handled by the directorate of human resources assigned through the heads of various units. Newly recruited staff assigned to each unit are usually given orientation by the head of such unit, introducing the employee to how to do their work and to other staff members. The faculty board also plays a great role in the orientation of new academic staff members by introducing them to a broader platform and getting them to familiarise themselves with their job.

Employee Routine Work

The human resource department creates a job analysis, which consists of the specification and job description for that position. This practice is not different from what is attainable in Akwa Ibom State University (see Ikhenoba et al., 2023). Job design for each position is carefully analysed by the unit, while the specification of qualifications needed for promotion or recruitment into that position is clearly specified. Also, the unit handles the posting of mostly the non-teaching staff through different units while setting the job activities required in each unit. Routine activities which employees need to carry out frequently are specified. Routine work refers to simple tasks that are carried out repeatedly, which results in specialisation and improved skills for an employee. Indeed Editorial Team (2022) stipulated that employee work routines are sets of predetermined rituals which occur regularly to enable employees to achieve desirable and consistent results. Managers can control employee routine activities by systemising employees' work patterns and seeking organisational efficiency through management of employees' responsibilities (Pariz et.al., 2017). Campos (2013), cited in Pariz et.al. (2017), stated that routine work will define the authority and responsibilities of each employee, standardise the processes for executing tasks, monitoring results, taking corrective actions where necessary, maximising employee potentials and continuous search for improvement.

Employee work routine helps the organisation to establish stability in its process, which generates value for the organisation (Falconi, 2020). The actualisation of work routine for employees helps an organisation to achieve constant results over the years. It is also a strategy aimed at delivering consistent value to customers and ensuring long-term survival for the organisation (Uwa & Johnson, 2017). Accordingly, Indeed Editorial Team (2023) defined work routine as a series of planned activities which employees complete throughout the day to help them stay focused. Lages et al. (2010), cited in Pariz (2017) stated that the creation of routine work management aims to improve process quality by establishing standardised actions and maintaining standards, which will increase customer satisfaction. To avoid the boredom associated with routine work, management has to ensure that employees' activities involve a variety of skills. According to Baridam & Nwibere (2008), skill variety refers to the degree to which employees are expected to carry out their task using various skills that challenges his/her diverse abilities. Work routine, over time, creates specialisation and expertise, it enhances employees' performance and reduces the tendency for role conflicts and confusion.

Employee Relations

Organisations are made up of employees and employers who work together to achieve set goals. Employee spend a greater percentage of their day in the workplace. The quality of the relationship with coworkers and management can influence employees' performance at work. Jade (2025) stipulated that employee relations build better communication between employees and the employer, foster conflict resolution and may also enhance employees' loyalty to the organisation.

A quality employer-employee relationship helps to deliver value to the university community. In Akwa Ibom State University, this relationship is built by providing a harmonious organisational climate and management/superiors are encouraged to treat their subordinates with dignity. Also, participatory management is a key component of employee relations in the university, such that employees are allowed to make key input through their respective unions in matters that concern them (for example, changes in the conditions of service).

Employee relations looks at the relationship that exists between employees and employers, as well as with representatives of the management team, which is aimed at increasing employee commitment and trust so as to create a productive and secure work environment (Sinha & Bajaj, 2013). Employees seek a workplace where they are treated right by their superiors (Johnson & Uwah, 2026). Employee relations tend to build an engaged workforce due to the ability to energise employee trust, confidence and loyalty, enabling management to realise the potential of skills and knowledge within the organisation (Pareek & Rai, 2012). Employee relationships promote the possibilities of employee satisfaction, thereby making them productive members of the organisation. Employee relations focuses on the creation of both individual and collective relationships in the workplace. A positive relationship among employees creates a work environment with high levels of employee involvement, commitment and engagement. Employee relationship improves organizational productivity and contribute to employee well-being.

Employees' activities can help in achieving favourable goals for the organisation where the employer and employee know their role (Iqbal et.al., 2024). Employee relationships exist at different levels within the organisation. According to Marsden (2007), employee relationships may relate to the range of tasks that employees are willing to undertake at management's direction. Employee relationships are an essential element for organisational success. Good employee relations serve as a great inspiration to employees and enhance their results (Burns, 2012). Organisations need employees who can work peacefully with others to achieve the goals of the organisation (Samuel, 2018).

Employee relationships have numerous benefits to the organisation, which include providing targeted information to employees, strengthening corporate communication and culture, positive projection of the company's product and services, among others (Wargborn, 2008). George & Jones (2008) stipulated that employee relations involve building relationships and creating communication links which will motivate employees, boost their morale, thereby ensuring increased productivity and employee job satisfaction. Foot & Hook (2008) stated that employee relationships integrate employees into their organisational structure and create a work environment with mutual trust, provide reasonable work and tools for such tasks. It also encourages employees to obey laws and order while maintaining due diligence in executing their tasks. Organisations can build an innovative and creative organisation where there is a good connection among its employees (Iqbal et al., 2024). According to Schweitzer & Lyons (2008), management can build a good level of employee relations in the organization by ensuring employee empowerment and fulfillment, creating room for participatory management where employees are given the opportunities to air their opinions about certain issues, ensure proper conflict management, facilitate collective bargaining, ensuring team work, conducting training programs that best align to performance gap and advancing open communicating channels. Employee relationships create a sense of community in an organisation. Ashmos & Duchon (2000) stipulated that the condition for community arises when employees working within a particular establishment experience a strong positive bond amongst themselves. Therefore, they tend to exhibit positive prosocial activities such as wellness to promote, defend or support the well-being of coworkers (Schwartz & Bilsky, 1990; Azeez & Genty, 2018). Several studies on employee relations observed that

employee relations are essential for the efficient and effective actualisation of the organisational goals. Employee relationships are an essential element which helps employees become more productive (Olaniyan et al., 2020). Managing employee relationships has become imperative to organisational success.

Employee Effectiveness

The success of any organisation greatly relies on how effective and efficient its employees are in their performance. An employee's effectiveness is the ability of the employee to achieve set goals that are assigned to the person. To be effective, employees need to be resilient towards achieving their assigned tasks despite any challenges that they may encounter (Ekutu et. al., 2020). Employees play a vital role in the successful achievement of organisational goals. Employee effectiveness greatly depends on organisational effectiveness, and this will determine how they can provide quality goods and services to the customers (Alkaf et al., 2021). Employees' effectiveness enables them to choose appropriate alternatives in achieving the right goal(s). Employees' effectiveness leads to improved organisational performance. The level of effectiveness will definitely affect the quality of work and the work itself. Staff of Akwa Ibom State University are properly trained to perform their work effectively.

Measures of Employee Effectiveness

Major components which contribute to employees' effectiveness include job satisfaction, job performance, job stress and intention to leave the work (Gholipour, 2007; Chen et al., 2004). Efficiency is also considered a critical factor of employee effectiveness

Job Satisfaction

Our jobs have a way of impacting our daily lives and determining the level of our motivation and satisfaction. Job satisfaction refers to an employee's level of contentment with their job (Obiakkor et al., 2024). Szymon et al. (2020) defined job satisfaction as a feeling which arouses due to employee achievements or success. It can also be seen as an impulse which drives organisational productivity and competitiveness (Aggarwal et al., 2023). Job satisfaction is crucial for creating a positive work environment characterised by employee engagement and productivity. Fairness in the work setting is a crucial determinant of employee satisfaction (Johnson et al., 2024). Gugnani & Chauhan (2022) viewed job satisfaction as a duty which is concerned with achieving specific responsibilities and being rewarded through pay or remuneration. Job satisfaction refers to employees' perception of how contented they are with their job. Baridam & Nwibere (2008) identified the components of job satisfaction to include pay, the job itself, relationship with co-workers, relationship with supervisor(s) and opportunity for growth and development. Job satisfaction can be linked to the level of reward received from one's effort and the associated positive emotional feelings attached to the work. It also implies enthusiasm and happiness with one's work (Aziri, 2011). Job satisfaction is very important for both the employees and the organisation at large.

In Akwa Ibom State University, job satisfaction contributes to a positive work environment where employees who are happy with their jobs put in their best effort towards the realisation of the organisational goals. Job dissatisfaction affects the organisation negatively as it lowers employees' performance, loyalty and commitment to their job (Ikhenoba & Atakpa, 2023).

Efficiency

Organisational efficiency is an important tool that helps the organisation to succeed. Kibirige et al. (2019) defined efficiency as the extent to which the quantity of input can generate a certain output that defines the best outcome of a firm in its industry. Awotibede (2018) defines efficiency as the ability to do things in the right way by producing effectively with minimum wastage of time, material and personnel as well as unnecessary effort. The focus is on resources and the speed at which the organisation's goals are achieved. Hussey et al. (2009) stated that the efficiency of an organisation is a combination of perspectives, input and output of the organisation. They reviewed perspectives to include the individual evaluating the efficiency, the entity and their objectives. To them, the output of the organisation refers to the type of product being evaluated, while the input refers to the contributions, involvement or ideas to produce the output. Employee efficiency refers to the level of speed and accuracy with which employee accomplish their task (Awotibede, 2018). Efficiency is mostly measured by quality. Despite the quantity produced by the organisation, it is the quality of the output that will determine customer satisfaction, patronage and retention. Tamunoininaemi & Nwinyokpugi (2021) believed that organisations that compete by providing human resources both in quantity and quality increase their efficiency. The level of employee efficiency determines their worth to the organisation, as this indicates the value that such an employee adds to the organisation (Johnson et al., 2024). Organisation can ensure employee efficiency by adapting measures such as delegation of responsibilities, matching employee skills with appropriate task, effective communication, setting and keeping clear goals, providing incentives, cutting out excessive task, training and developing employees, establishing organised break periods, monitoring operations to ensure that it is in line with laid down standards, providing feedback, effective technology and sustainable office design (Makad, 2015). Among others, the quality of output in Akwa Ibom State University is measured by the number of students equipped that are produced by the university and the number of publications by staff in reputable journals.

Empirical Review

Nosike (2022) carried out a study on the effect of employee orientation on employee performance in commercial banks in Nigeria. A survey research design was adopted in the study. The total population was 128. A structured questionnaire was ranked on a five-point Likert scale from Strongly Agree (5) to Strongly Disagree (1). Regression analysis was used in testing the hypotheses with the aid of SPSS version 20 at 5% level of significance. The result of the findings showed that employee orientation has a significant positive effect on employee performance in commercial banks in Enugu State.

Purworusmiardi et al. (2021) carried out a study to determine the effect of employee orientation, training and development on the performance of university employees in the city of Surabaya. The population of the study was made up of all Universities in Surabaya, which resulted in 84 institutions. Data were collected using Google Forms. The instrument for data collection was a questionnaire. The data were analysed using multiple linear regression analysis, t-test and F-test. The findings of the research revealed that factors of employee orientation, training and development respectively influence the performance of University employees in Surabaya.

Schneider & Harknett (2018) researched the consequences of routine work-schedule instability for workers' health and well-being. The population of the study was employees from 100 large firms in the service sector. 80 hourly retail workers were sampled from large firms in the service sector. An online survey containing approximately 70 questions was developed for this work. The final analysis was made of 27,792 respondents. A regression model was used for testing

the hypotheses. The findings revealed that exposure to routine instability in work schedules was associated with psychological distress, poor sleeping quality, and unhappiness.

Samuel (2018) carried out a study which was aimed at examining the effect of employee relations on employee performance and organisational performance, and to identify various employee relations practices by small organisations in Tanzania. The study adopted a cross-sectional survey research design method, while a stratified random sampling technique was used for the selection of the sample from the population. The sample size for this study was made up of 387 respondents from selected small organisations in Tanzania. Data were collected using a structured questionnaire and an interview. This was analysed using descriptive statistics and correlation analysis. The findings of the study showed that small organisations in Tanzania are aware of the benefits of maintaining good employee relations and remedial actions taken to minimise poor employee relations in small organisations in Tanzania.

Methodology

The study adopted a survey design and also utilised primary data to gather first-hand information from the respondents. The population of the study was 1491 employees of the University, while the sample size consisted of 315 participants through the use of Taro Yamane's formula. A simple random sampling technique was adopted to ensure that there was no bias in choosing the respondents for this study.

This research made use of a closed-ended structured questionnaire. The questionnaire contained questions which addressed the variables of human resources management and employee effectiveness. It was constructed based on a five-point Likert scale ranging from Strongly Agreed (SA=5), Agreed (A=4), Undecided (UN=3), Strongly Disagreed (SD=2) and Disagreed (D=1). A regression model was used to test the hypothesis of this study.

Data Presentation/Results and Discussion

315 copies of the questionnaire were distributed to the staff of Akwa Ibom State University. 236 copies of the questionnaire, representing 74.8%, were properly filled, returned and used for the analysis.

Testing of Hypotheses

H₀₁: Employee orientation does not have a significant effect on job satisfaction in Akwa Ibom State University.

Table 1: Regression analysis on employee orientation on job satisfaction

Variable	Parameters	Coefficient	Std error	t – value	Sig
Constant	β_0	0.061	0.047	1.298	.001
Employee orientation (X ₁)	β_1	0.242	0.097	2.495**	.005
R-Square		0.678			
Adjusted R – Square		0.540			
F – statistics		7.568***			

Table 1 shows the coefficients of employee orientation on job satisfaction. The coefficient of multiple determination (R^2) was 0.678, which implies that 67.8% of the variations in dependents were explained by changes in the independent variable, while 32.2% were unexplained by the stochastic variable, indicating a goodness of fit of the regression model adopted in this study, which is statistically significant at 1% probability level.

The coefficient of employee orientation was statistically significant and positively related to employees' job satisfaction at a 5 per cent level with $p\text{-value} = .005 < .05\%$ significance level. This implies that employee orientation does have a significant effect on job satisfaction in Akwa Ibom State University.

H02: Employee routine work does not have a significant effect on the efficiency of employees in Akwa Ibom State University.

Table 2: Regression analysis on employee routine work on the efficiency of employees

Variable	Parameters	Coefficient	Std error	t – value	Sig
Constant	β_0	0.059	0.050	1.18	.000
Employee routine work (X_1)	β_1	0.085	0.064	1.328**	.002
R-Square		0.589			
Adjusted R – Square		0.538			
F – statistics		7.688***			

Table 2 shows the coefficients of employee routine work on the efficiency of employees. The coefficient of multiple determination (R^2) was 0.589, which implies that 58.9% of the variations in dependents were explained by changes in the independent variable, while 41.1% were unexplained by the stochastic variable, indicating a goodness of fit of the regression model adopted in this study, which is statistically significant at 1% probability level.

The coefficient of employee routine work was statistically significant and positively related to the efficiency of employees at 5 per cent level with $p\text{-value} = .002 < .05\%$ significance level. This implies that employee routine work does have a significant effect on the efficiency of employees in Akwa Ibom State University.

H03: Employee relations do not have a significant effect on performance in Akwa Ibom State University.

Table 3: Regression analysis on employee relations on performance

Variable	Parameters	Coefficient	Std error	t – value	Sig
Constant	β_0	0.054	0.041	1.317	.001
Employee relationship (X_1)	β_1	0.072	0.051	1.412**	.000
R-Square		0.624			
Adjusted R – Square		0.540			
F – statistics		7.644***			

Table 3 shows the coefficients of employee relations on performance. The coefficient of multiple determination (R^2) was 0.624, which implies that 62.4% of the variations in dependents were explained by changes in the independent variable, while 37.6% were unexplained by the stochastic variable, indicating a goodness of fit of the regression model adopted in this study, which is statistically significant at 1% probability level.

The coefficient of employee relationship was statistically significant and positively related to performance at a 5 per cent level with $p\text{-value} = .000 < .05\%$ significance level. This implies that employee relations does have a significant effect on performance in Akwa Ibom State University.

Summary of Findings

At the end of this study, the following findings were made:

- i. Employee orientation does have a significant effect on job satisfaction in Akwa Ibom State University, $p\text{-value} = .005 < .05\%$ significance level.
- ii. Employee routine work does have a significant effect on the efficiency of employees in Akwa Ibom State University, $p\text{-value} = .002 < .05\%$ significance level.
- iii. Employee relationship does have a significant effect on performance in Akwa Ibom State University, $p\text{-value} = .000 < .05\%$ significance level.

Discussion of Findings

Findings from hypothesis one revealed that employee orientation does have a significant effect on job satisfaction in Akwa Ibom State University. This is in agreement with the work of Nosike (2022), who carried out a study on the effect of employee orientation on employee performance in commercial banks in Nigeria. The result showed that employee orientation had a significant positive effect on employee performance in commercial banks in Enugu State.

Findings from hypothesis two revealed that employee routine work does have a significant effect on the efficiency of employees in Akwa Ibom State University. The work of Schneider & Harknett (2018) relates to this finding. They studied the consequences of the routine work schedule on workers' health and well-being. The findings revealed that exposure to routine instability in work schedules was associated with psychological distress, poor sleeping quality, and unhappiness.

Findings from hypothesis three revealed that employee relations do have a significant effect on performance in Akwa Ibom State University. This was in line with the work of Samuel (2018), who studied the effect of employee relations on employee performance and organisational performance and identified various employee relations practices by small organisations in Tanzania. The findings of the study showed that employee relations affect organisational performance in small organisations in Tanzania.

Conclusion

This paper studied the effect of human resources management on employee effectiveness in Akwa Ibom State University. Human resources management is the managerial process which start from the identification of gaps in staff strength, to recruiting skilled staff and managing their activities up to the point of retirement. The dimensions of human resource management used in this study were employee orientation, employee routine work, and employee relations, while the measures of employees' effectiveness included employee performance and employees' job satisfaction. The findings of the study showed that employee orientation does have a significant effect on job satisfaction in Akwa Ibom State University. Also, it was discovered that employee routine work has a significant effect on the efficiency of employees in Akwa Ibom State University. This shows that the increase in employees' efficiency was a result of consistency in the employees' job routine. Lastly, findings revealed that employee relations have a significant effect on performance in Akwa Ibom State University. Employee relations build positive feelings for the job and thereby rate the job as satisfying. Therefore, it was concluded that human resources management does have a significant effect on employee effectiveness in Akwa Ibom State University.

Recommendations

- i.* Management of Akwa Ibom State University should introduce a corporate training session into the orientation program to help employees understand how to excel in their roles. This will also aid them in understanding their roles and responsibilities.
- ii.* Management should ensure that employees have a clear understanding of their responsibilities and performance expectations daily, and provide detailed job descriptions to guide their work.
- iii.* Management should encourage team spirit and build up events which strengthen the harmonious relationship between employees and the employer. This could include social gatherings, team outings, or collaborative projects that encourage bonding and camaraderie.

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