HUMAN RESOURCE MANAGEMENT PRACTICES AND EMPLOYEES' PERFORMANCE: A STUDY OF MINISTRY OF BUDGET AND ECONOMIC PLANNING, ABUJA, NIGERIA.

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Abstract

Sound human resource management practices have been found to be very essential in improving the performance of employees in an organization. The study investigates the impact of human resource management practices on employee performance in Federal Ministry of Budget and Economic Planning, Abuja. The study adopts a survey research design involving a target population of 360 employees from records obtained from the Human Resources Department. From Krejcie and Morgan (1970) sampling table, the required sample size was 186. The structured questionnaire was administered to respondents in different departments, and 167 questionnaires were returned for analysis. Multiple regression analysis was done to test the impact of recruitment, training, and remuneration on the performance of employees using SPSS version 26. It was discovered that recruitment practices have positively impacted the performance of employees with the coefficient value of 0.404 and p-value of 0.000, which is less than the 0.005 significance level. Training had equally improved employee performance with the coefficient value of 0.514 and p-value of 0.000. Moreover, there is a significant positive relationship between compensation and employee performance, whereby the coefficient is 0.270 and the p-value is 0.000. The findings show the crucial importance of HRM activities in ensuring efficient and productive work force. In light of the above results, the recommendation that emanates from this research is for the Ministry to strengthen its recruiting process by adopting new recruiting techniques like competency tests, psychometric test, and structured interviews to select the best qualified individuals. Further, continuous training should be encouraged through conducting professional development programs and online training to improve employees' performance and productivity.

Furthermore, the Ministry needs to conduct periodic reviews of its compensation policies to ensure competitive pay package and bonuses as well as adopting non-material incentives.

Keywords: Human Resource Management, Employee Performance, Recruitment, Training, Compensation

1.0 Introduction

Human Resource Management (HRM) is a key process that entails managing various activities related to employees within an organization for the purpose of enhancing performance at both individual and organizational level. The significance of HRM emanates from the process' ability to integrate the abilities of the human resources with the goals of the organization. Human Resource Management practices enhance motivation of employees, satisfaction of employees, and worker productivity. With time, Human Resource Management practice has changed from being merely administrative to becoming a strategic process through which organizations can enjoy a competitive advantage (Boxall& Purcell, 2022). Functions of HRM entail among others, recruitment, selection, training, performance management, compensation, and employee relations (Armstrong & Taylor, 2023). Organizations adopting HRM processes demonstrate improved performance and innovation (Wright & McMahan, 2021).

Furthermore, the shift towards a knowledge-based economy has increased the need for effective HRM strategies. Digital transformation, globalization, and workforce diversity have reshaped the HRM landscape, requiring firms to adopt agile and inclusive HR policies (Ulrich et al., 2022). As organizations navigate these complexities, HRM continues to be a fundamental driver of business success. HRM practices are essential for achieving organizational goals through effective workforce management (Armstrong & Taylor, 2022). In public sector institutions, HRM practices ensure efficiency and optimal performance of an employee, which is relevant for policy implementation and service delivery (Guest, 2021).

Recruitment is among the aspects of HRM, and it entails recruiting individuals with the best qualities to work within an organization. Ensuring that there are proper recruitment practices makes sure that the organization obtains the best talent possible, and hence becomes successful (Otoo, 2023). Training programs is one of the fundamental aspects of HRM, this is because it equips employees with the necessary skills to adapt to evolving job demands. Organizations that invest in employee training foster innovation, efficiency, and job satisfaction, ultimately improving performance (Khan et al., 2022). A well plan compensation structures, including salaries, bonuses, and benefits, serve as strong motivators for employees. A well-designed compensation system boosts employee morale, job commitment, and productivity (Nguyen & Pham, 2023).

The performance of employees is one of the main issues that influence the attainment of organizational objectives. In publicly related organization, where efficiency and accountability play an important task, the significance of HRM practices in increasing employee performance cannot be overlooked (Armstrong & Taylor, 2023). The Ministry of Budget and Economic Planning is responsible for making economic policies and handling finances, making it necessary for the employees to be effective in their work. This research seeks to evaluate the effect of HRM practices on employee performance in the ministry. Understanding the behavior of humans and its positive effects on organizational results can have a significant positive influence on productivity. The performance of employees depends on the skills of the individuals and HRM practices. The growing importance of the determinants of worker productivity has resulted in an in-depth study of this area (Al-Kharabsheh et al., 2023). This paper seeks to investigate the relationship between HRM practices and employee performance using the Ministry of Budget and Economic Planning in Abuja as a case study to address the gap in previous studies. This paper seeks to explore the effect of HRM practices on employee performance in the ministry.

The link between employee performance and human resource management practices has been a focal point in several studies within Nigerian sectors such as manufacturing, retail, public organizations, banking, telecommunications, and oil and gas. Studies by Ogunyomi & Egbetokun (2021), Adebayo &Oladele (2022), and Emeka & Iwuanyanwu (2020) have largely examined HRM practices in isolation. There is a gap in understanding how recruitment, training, and other HRM strategies interact to optimize employee performance holistically. A comprehensive approach that integrates these HR functions is needed to develop a more effective framework for enhancing employee productivity across various sectors in Nigeria. Additional literature such as Oluwaseun & Adedeji (2021) and Ogunyemi & Adebayo (2022) further highlights the benefits of training on employee performance in the case of industries such as banking and telecommunication. According to the literature, a customized training program which includes both hard and soft skills contributes to the better performance of employees. Although Ogunleye & Akinyemi (2021) and Okafor & Ibrahim (2022) stress the role of compensation as a factor that motivates employees within the oil and gas industry, not much literature is available regarding the role of other HRM activities such as recruitment, training, performance appraisal, and work environment on employee performance in the case of public organizations. This gap underscores the necessity of having a thorough study that explores the effectiveness of HRM practices in enhancing public sector employee performance, considering the unique challenges and policy-driven nature of government organizations. These findings emphasize the need for continuous training aligned with industry demands to improve skills and reduce turnover. These researchers also emphasize how both financial and non-financial rewards have a big impact on job satisfaction, especially when considering incentive rewards as an important factor to enhance performance. These researches have helped to understand better the effects of recruitment, training, and reward on employee performance; however, it is clear that there is still a need to develop an integrated HRM strategy in order to enhance employee performance. Existing research tends to isolate these practices without exploring their collective impact when strategically aligned. This gap calls for a comprehensive investigation into how the combination of these HR practices can be effectively utilized to enhance employee performance across various sectors in Nigeria. Addressing this gap will provide a deeper understanding of the optimal strategies for improving productivity and organizational success.

The study raises critical research questions that require urgent resolution, including:

(i) To what extent does recruitment enhance employee performance of the Federal Ministry of Budget and Economic Planning, Abuja?

(ii) To what extent does training enhance employee performance of the Federal Ministry of Budget and Economic Planning, Abuja?
(ii) To what extent does compensation enhance employee performance of the Federal Ministry of Budget and Economic Planning, Abuja?

The primary objective of this study is to assess the effect of human resource management and employee performance at the Federal Ministry of Budget and Economic Planning, Abuja. Specifically, the study aims to:

i. Examine the effect of recruitment on employee performance at the Federal Ministry of Budget and Economic Planning, Abuja.
ii. Determine the influence of training on employee performance at the Federal Ministry of Budget and Economic Planning, Abuja.
iii. Ascertain the effect of compensation on employee performance at the Federal Ministry of Budget and Economic Planning, Abuja.

The following hypotheses guided the study:

H_{01}: Recruitment has no significant and positive effect on employee performance of the Federal Ministry of Budget and Economic Planning, Abuja.

H_{02}: Training has no significant and positive effect on employee performance of the Federal Ministry of Budget and Economic Planning, Abuja.

H_{03}: Compensation has no significant and positive effect on employee performance at the Federal Ministry of Budget and Economic Planning, Abuja.

2.0 Review of Related Literature

Concept of Human Resource Management

The HRM can be defined as the process of managing human resources in an organization in order to enhance performance. These processes are such as planning, recruitment, selection, development, compensation, and performance management so that the needs of the employees are in line with the objectives of the organization (Armstrong & Taylor, 2023). The application of proper human resource management techniques guarantees success by attracting, developing, and retaining the employees within the organization. The ultimate goal of human resource management is the management of the work force of the employees to enhance their motivation and improve their well-being. Employees are important assets to organizations as they lead to increased productivity and commitment. By implementing policies and programs that enhance workplace morale, organizations can significantly improve employee retention and job performance.

HRM is a continuous approach that entails attracting, developing as well as retaining employees to maximize organizational effectiveness. This requires workforce planning, training programs, and leadership development initiatives to ensure that employees' capabilities align with business needs (Bratton & Gold, 2022). By investing in employee growth and career progression, companies can build a skilled and motivated workforce ready to meet organizational goals. Yet another important element of HRM is performance management that entails goal setting, performance monitoring, and feedback. Managing the performance of employees through a process involves performance appraisal, development of employees, and rewarding employees for increased productivity (Dessler, 2023). Feedback on performance enables employees to recognize their strong areas and what they need to improve on so as to boost their performance at work.

Investing in employees through training, learning, and development initiatives is another key function of HRM. Organizations that prioritize continuous learning enhance their human capital by improving employees' skills, knowledge, and competencies (Boxall & Purcell, 2023). Development and training programs do not just prepare worker for current roles but it equally equips them with skills for future responsibilities, ensuring long-term organizational success.

Beyond employee development, HRM has an important part to play in guaranteeing compliance with workplace diversity, ethical employment practices and labor laws. It safeguards employees' rights while promoting a fair and inclusive work culture (Brewster et al., 2023). Ethical HR practices foster transparency and trust in the organization, which leads to improved positive corporate reputation as well as employee relations.

Technological development has greatly impacted the development of HRM. The use of such technologies as data analysis, artificial intelligence, and digital tools have led to improved HRM areas, such as recruitment, employee engagement, and HR processes in general (Stone & Deadrick, 2023). Technology-enabled HRM allows companies to automate processes, analyze data, and offer better experiences to employees.

Recruitment and Employee Performance

Recruitment tends to be among the basic tasks of Human Resource Management (HRM) that helps the organizations to attract the right staffs to realize the strategic objectives of the company. It involves identifying job requirements, sourcing candidates, evaluating applicants, and selecting the best-fit individuals (Armstrong & Taylor, 2023). Properly planned recruitment processes help improve the quality of employees, and thus positively impact organizational performance in the long term. Recruitment approaches entail employer branding, digital recruitment methods and internal and external recruiting (Otoo, 2023). Internal recruitment promotes career progression and enhances employee retention, while external recruitment brings fresh perspectives and innovation (Noe et al., 2023). Organizations employing applicant tracking systems (ATS) and artificial intelligence (AI) increase efficiency and minimize biases during selection (Stone & Deadrick, 2023). Issues associated with recruitment processes include skill shortages, stiff competition among potential employees, and changing expectations about the nature of workforces (Boxall & Purcell, 2023). To address these, organizations must adopt flexible hiring strategies, emphasize diversity and inclusion, and provide attractive employee value propositions (Brewster et al., 2023). A well-implemented recruitment process enhances job satisfaction, workforce productivity, and overall organizational success.

Training and Employee Performance

Training is an important HRM activity in which various knowledge and skills of employees are developed to improve their performance and productivity in an organization (Dessler, 2023). Effective training programs ensure employees adapt to technological advancements, regulatory changes, and industry best practices. Organizations engage a variety of training strategies which include coaching, e-learning, on-the-job training and mentoring (Noe et al., 2023). Digital learning platforms, simulations, and AI-driven training modules have transformed traditional training approaches, making learning more accessible and engaging (Bratton & Gold, 2022). Continuous learning fosters employee engagement, motivation, and career growth.

Despite its benefits, training has a lot of issues like skill gaps, resistance to change and budget constraints (Brewster et al., 2023). Organizations must align training initiatives with strategic goals, personalize learning experiences, and measure training effectiveness through performance metrics (Boxall& Purcell, 2023). Well-structured training programs enhance workforce agility, innovation, and overall business success.

Compensation and Employee Performance

Compensation is essential for motivation, attraction and the retention of workers. It encompasses not only monetary forms like wages, commissions, and other benefits but also non-monetary forms such as health care insurance and pension schemes (Armstrong & Taylor, 2023). A well-structured compensation system aligns employee performance with organizational objectives, fostering productivity and job satisfaction.

Effective compensation strategies integrate performance-based pay, equity-based rewards, and total rewards programs (Dessler, 2023). Performance-linked compensation motivates employees to achieve organizational goals, while equitable pay structures enhance fairness and reduce workplace conflicts (Noe et al., 2023). Organizations leveraging compensation analytics optimize reward structures for competitive advantage (Brewster et al., 2023). Challenges in compensation management include wage disparities, budget constraints, and evolving labor laws (Boxall& Purcell, 2023). To overcome these, organizations should conduct regular salary benchmarking, ensure transparent pay policies, and offer holistic compensation packages that balance financial and non-financial rewards (Bratton & Gold, 2022). Well-designed compensation systems strengthen organizational successes, employee performance and retention.

Employee Performance

Employee performance is very important in determining organizational success. It can be defined as the level of performance of the tasks assigned to the employee in pursuit of organizational goals. Good employee performance results in higher levels of productivity and profitability of the organization. On the other hand, poor performance can adversely affect organizational functioning and hinder growth (Deci& Ryan, 2008). Understanding the concept of employee performance is essential for managers and organizations striving to maintain high standards of efficiency and effectiveness in the workplace. Employee performance is a multidimensional concept that plays a critical part in achieving organizational goals (Choudhury et al., 2020).

It is influenced by variables like adaptability, motivation, leadership, training, job satisfaction, and. As organizations continue to evolve, it is important to recognize the impact of emerging trends like technology and diversity on performance. By fostering an environment that supports employee well-being, engagement, and growth, organizations can improve on both collective and individual performance, leading to long-term success.

Theoretical Review

Resource-Based View (RBV)

Research Theory Underlying the Study Resource-Based View (RBV) is the research theory used in this study. The Resource-Based View (RBV) is a management theory, which posits the importance of achieving competitive advantage using internal organizational resources. According to the RBV, people in organizations are viewed as valuable resources due to their ability to help organizations achieve their objectives (Barney, 1991). Competitive advantage can be gained using resources, which possess attributes such as valuableness, rarity, inimitability, and non-substitutability (VRIN characteristics). Using the Human Resource Management (HRM) perspective, the RBV states that people are one of the sources of competitive advantage in organizations. An organization achieves competitive advantage by using competent individuals who have knowledge about specialization (Wright & McMahan, 1992). In line with RBV, organizations should focus on building a unique human capital base that is not easily replicated by competitors. For example, investing in employee development, fostering a strong organizational culture, and ensuring high employee engagement contribute to creating valuable human resources. One important contribution of RBV to HRM is its focus on the long-term sustainability of competitive advantages through the development of inimitable resources. Unlike physical capital or technological assets, human resources have the potential to provide a lasting advantage due to their adaptability, knowledge, and ability to innovate (Lepak& Snell, 1999). However, the challenge for HR professionals lies in designing HRM practices that effectively cultivate and manage such resources while ensuring alignment with the overall organizational strategy.

The Best Practice Approach to HRM

The best practice strategy of HRM emphasizes the search for HRM practices that have universal application among organizations and yield good results. This particular theoretical model of HRM holds that there exist certain HR practices that have universal significance regardless of the nature or conditions under which the organization exists. According to this model, it is important to adopt HR practices that improve employees' motivation, commitment and performance (Pfeffer, 1998). Key HR practices under the Best Practice model include selective staffing, comprehensive training, decentralized decision-making, performance-based rewards, and promoting high employee participation. Pfeffer (1998) identified seven key practices that he argued lead to superior organizational outcomes, including employment security, selective staffing, extensive training, work autonomy, and participative work environments. These practices aim to enhance the motivation and performance of employees by instilling ownership mentality, trust as well as empowerment.

One of the strengths of the Best Practice Approach is its emphasis on consistency and alignment in HRM practices. The approach suggests that when organizations implement these practices, a high-performance work system can be established that can consistently lead to improved employee productivity, satisfaction, and retention (Boxall & Macky, 2009). However, critics argue that this approach overlooks the importance of context in HRM. Not all organizations have the same resources, organizational culture, or external environment, which means that the practices deemed best in one organization may not necessarily be effective in another (Boselie, 2010).

The High-Performance Work System (HPWS)

The HPWS model is a conceptual structure that outlines a number of HRM practices that are supposed to enhance organizational effectiveness by making effective use of employee skills and competencies. The HPWS model includes such HRM practices as selective recruitment, substantial training and development, rewarding performances, empowering employees, and participatory decision-making (Arthur, 1994). These practices are designed to maximize employee involvement and motivation, resulting in enhanced performance and productivity at both the organizational and personal levels.

The HPWS theory opines that the implementation of these practices leads to a "high performance" environment where employees are fully engaged, skilled, and committed to organizational goals. By investing in employees and providing them with the tools and resources to perform well, organizations create a workforce that is capable of producing superior results. Additionally, Furthermore, HPWS focuses on integrating HRM strategies with the organizational strategy to make sure that employees are helping the organization reach its goals (Jackson & Schuler, 2003).

The HPWS model also advocates for a focus on both individual and team-based outcomes. By fostering a collaborative environment and promoting employee autonomy, HPWS encourages individuals to own up to their responsibilities and help achieve common objectives. Studies indicate that HPWS is associated with improved employee satisfaction, commitment, and performance (Kaufman & Li, 2021). Despite its advantages, the HPWS model has been critiqued for its potential to create high pressure on employees, leading to burnout or disengagement if not properly managed. In some cases, the extensive demands placed on employees may result in negative outcomes such as stress and decreased job satisfaction (Timming, 2017).

Empirical Review

In their study, Adebayo and Nwachukwu (2023) explored the effect of training on the performance of employees within the hospitality sector in Nigeria. The researchers were specifically concerned about the effects of training on job performance by hotel employees in Lagos. Their methodology involved the use of both qualitative and quantitative approaches in a survey involving 200 employees. Structural equation modeling (SEM) was the statistical approach used in analyzing the data gathered from survey responses and in-depth interviews. The results indicated a positive effect of training on employee job performance. The study recommended that hospitality firms in Nigeria should implement regular, tailored training programs to enhance service standards and employee performance.

Adekunle and Olayemi (2023) explored the impact of compensation on employee performance in Nigerian hospitality firms. This study examined how compensation factors, including salary, health benefits, and profit-sharing schemes, affected the performance of hotel staff in Lagos. The research sample consisted of 180 hotel employees, and data were collected through surveys and in-depth interviews. The analysis employed structural equation modeling (SEM). The findings revealed that compensation played a significant role in improving job performance, particularly through the provision of comprehensive health benefits and performance bonuses. The study suggested that hospitality firms should ensure their compensation packages are aligned with industry standards and tailored to employee needs, fostering higher job satisfaction and improved performance.

Oluwaseun & Akinyele, (2023) investigated the effect of recruitment and performance of employees among hospitality organizations in Nigeria. The research sought to establish how recruitment strategies affect the performance of employees and their job satisfaction. Five-star hotels in Lagos state were the target population, with 250 employees recruited as respondents for the survey. A Likert scale questionnaire was used to gather data, and structural equation modeling (SEM) was used to analyze the results. The findings indicated that structured recruitment strategies, such as job analysis and description, had a strong correlation with better employee performance and satisfaction. It was thus recommended that hospitality firms employ more transparent recruitment strategies to recruit competent candidates, which will lead to higher performance and reduced turnover.

In their study, Adebayo and Oladele (2022) explored the effects of recruitment strategies on performance among employees in the retail industry in Nigeria. Recruitment strategies include job fairs, social media, and employee referral programs, and the research seeks to determine their effect on performance. The researchers employed both quantitative and qualitative research designs by surveying 200 retail workers in Abuja through a questionnaire and interviews. The obtained data were then analyzed through correlation analysis and multiple regression analysis. It was established that recruitment strategies had a considerable effect on employee performance, with social media recruitment having the highest influence on employee commitment and performance. It was recommended that retail companies in Nigeria utilize social media effectively for recruiting purposes, as this strategy increases the pool of potential talent.

Ogunyemi and Adebayo (2022) investigated the relationship between employee training and performance in Nigerian telecommunications companies. This study involved 180 employees from three major telecommunications firms in Nigeria. The data were gathered through an online survey while regression analysis was used to analyze the results. It was found out that technical and soft skill trainings had a strong positive correlation with high performance of employees. It should be noted that trainings played a crucial role in improving job performance. It was recommended that Nigerian telecommunications companies enhance their training modules to cater to the growing demand for digital competency among employees.

Okafor and Ibrahim (2022) carried out a study on the connection between compensation and employee performance in Nigerian banks. This study was conducted based on the effects of salary and allowances as well as incentive-based compensations on employee performance in chosen banks. A total of 250 employees from five large Nigerian banks were interviewed for data collection using questionnaire and interview methods. The data obtained were then analyzed through multiple regression analysis, which indicated that compensation had a significant effect on improving employee performance and satisfaction, especially incentive-based compensations. It was therefore suggested by the study that Nigerian banks should come up with better compensations, including incentives, to motivate and improve employee performance.

Impact of Recruitment Strategy on Employee Performance in Manufacturing Organizations: A Case Study in Nigeria by Ogunyomi and Egbetokun (2021) is an empirical study that was carried out with a main objective of finding out how recruitment strategies affect employee performance in Nigerian manufacturing organizations. The sample used in the research consisted of 150 participants randomly selected from ten manufacturing firms in Lagos State. Various analytical tools such as descriptive statistics, correlation, and regression were used in analysis. Findings indicated that recruitment strategies have a huge influence on the performance of employees in Nigeria. The study, therefore, suggested that the recruitment of employees in the country should be strategically done to enhance their productivity.

Training Influence on Employees' Performance: A Case Study of Selected Banks in Lagos. In their research work, Oluwaseun and Adedeji (2021) investigated the influence of training on employees' performance. However, specifically, the focus of the study was on the influence of training on the employees' performance of selected banks in Lagos. The total number of respondents for the study was 150 and they came from various firms. The collection of data was made possible through a structured questionnaire. Descriptive statistics and Pearson correlation analyses were the techniques used for data analysis. From the results, it is clear that there exists a strong connection between training and better employee performance.

The effect of compensation on employee performance in Nigerian oil and gas organizations was explored by Ogunleye and Akinyemi (2021). The purpose of their research was to analyze the effect different compensation strategies, such as the combination of basic salary, bonuses, and benefits, have on employee performance in the oil and gas sector. The sample used in the study comprised 200 workers employed in various organizational units within this industry. A questionnaire survey was used for data collection, while regression analysis and Pearson correlation helped to analyze the information gathered. According to the findings, both forms of compensation positively affected employee performance. Therefore, it was suggested that oil and gas organizations operating in Nigeria reassess their compensation packages to make sure they offer competitive salaries to their employees.

The effect of recruiting and selecting on employee performance was investigated by Emeka and Iwuanyanwu (2020). The research was carried out in five government ministries in Enugu State. The sample comprised 120 people chosen via simple random sampling. The questionnaire technique was applied for data gathering. Pearson correlation and regression analysis techniques were used to analyze the relationship between recruiting and selecting and employee performance. As a result, the positive correlation between recruiting and selecting and employee performance was established because of the use of merit-based hiring and competency assessment. It is necessary to recommend that public organizations improve recruiting and selecting practices in terms of merit and competencies for better performance of employees.

In Okoro and Okafor's study (2020), the impact of training programs on organizational performance in manufacturing organizations within Nigeria was examined. The research was carried out within five manufacturing organizations located in Anambra State with a total sample of 120 workers. Data collection tools included the use of questionnaires, while multiple regression analysis was used for data analysis. According to the findings, there was a high level of correlation between training programs and performance. From the study, it was revealed that training programs increase the productivity of workers as well as enhance their ability to solve problems and be satisfied with their jobs.

This research work done by Adebayo & Durojaiye (2020) looked into the effect of compensation on the performance of employees in public sector organizations in Nigeria. The aim of the research is to evaluate how compensation strategies like merit pay, bonus and job security affect the performance of public sector employees. For the research, a sample size of 150 participants was selected comprising of employees from various ministries within the Lagos State of Nigeria. Questionnaires were the method utilized for collecting the necessary information. The tools employed to interpret the results include descriptive analysis and correlation.

3.0 Methodology

This research used survey research methodology. The population for this study included (360) employees of the Federal Ministry of Budget and Economic Planning based on records from the Human Resources Department. The number of participants was obtained using the sampling formula by Krejcie and Morgan (1970), where sampling is suitable for studies where there is a defined population. The number of respondents used for the study was (186). Thus, a total of 186 questionnaires were administered to employees within the organization. Data collection was done using multiple regression analysis in SPSS version 26.

Krejcie and Morgan's

N	S	N	S	N	S
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Note.—N is population size. S is sample size.

Source: Krejcie & Morgan, 1970

Formula for determining sample size

$$s = X^2NP(1-P) \div d^2(N-1) + X^2P(1-P)$$

s = required sample size.

X^2 = the table value of chi-square for 1 degree of freedom at the desired confidence level (3.841).

N = the population size.

P = the population proportion (assumed to be .50 since this would provide the maximum sample size).

d = the degree of accuracy expressed as a proportion (.05).

Source: Krejcie & Morgan, 1970

Model Specification

The independent variable is human resource management (HRM) which has the following proxies: recruitment (RCT), training (TRG), compensation (CPN). While the dependent variable is employee performance (EP). The model is presented thus:

EP= *f*(HRM)

EP = $\beta_o + \beta_1 RCT + \beta_2 TRG + \beta_3 CPN + \mu_i$-- (1)

Where: HRM = an indicator representing Human resource management (Independent Variable);

EP= dependent variable representing is employee performance

β_o = a constant and β_{1-3} = coefficients of independent variables;

RCT = a predictor representing Independent Variable (recruitment);

TRG= a predictor representing Independent Variable (training);

CPN= a predictor representing Independent Variable (compensation);

μ= Stochastic error term;

i= Cross sectional; and

f = Functional relationship.

4.0 Data Analysis and Discussion of Findings

Test of Hypotheses

H_{01}: Recruitment has no significant and positive effect on employee performance of the Ministry of Budget and Economic Planning, Abuja.

H_{02}: Training has no significant and positive effect on employee performance of the Ministry of Budget and Economic Planning, Abuja.

H_{03}: Compensation has no significant and positive effect on employee performance at the Ministry of Budget and Economic Planning, Abuja.

A total of 186 questionnaires were distributed to the staff of the Federal Ministry of Budget and Economic Planning, Abuja. Out of these, 167 were successfully retrieved from the respondents, serving as the basis for the analysis.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.802[a]	.643	.636	.82596654

a. Predictors: (Constant), CPN, TRG, RCT

The statistical analysis gives important insights into how Compensation, Training and Recruitment affect Employee Performance. In the model summary section, the coefficient of correlation (R = 0.802) shows the strength of the positive association between the dependent and independent variables. The R square statistic (0.643) shows that about 64.3% of the variations in employee performance is due to compensation, training and recruitment; showing that such human resource management practices greatly affect employees' performance. Additionally, the adjusted R Square (0.636) further validates the significance of the model in predicting employee performance because the figure adjusts for the number of predictors included in the model. The standard error of estimate (0.8259) is used to show the average amount by which actual and predicted values deviate.

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	201.521	3	67.174	98.463	.000[b]
	Residual	111.884	164	.682		
	Total	313.405	167			

a. Dependent Variable: EP

b. Predictors: (Constant), CPN, TRG, RCT

Moreover, the significance of the model can be confirmed by reviewing the ANOVA table. The value of the F-statistic (98.463) is relatively large, which means that the independent variables have a very significant effect on the employee performance. Moreover, the significance level of the model is much smaller than 0.05, since p-value (Sig. = 0.000), therefore, the model has statistical significance.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.862	.760		3.764	.000
	RCT	.404	.037	.694	10.944	.000
	TRG	.514	.107	.496	4.796	.000
	CPN	.270	.005	.954	52.632	.000

a. Dependent Variable: EP

From the analysis presented above, it can be noted that recruitment affects positively and significantly the performance of employees in the Ministry of Budget and Economic Planning, Abuja. This finding is statistically sound from the value of the coefficient at .404 which is positive while the p-value is at .000 which is less than the critical value of 0.005. The t-value of .000 has the value of .000. It is important to note that the findings present the rejection of the null hypothesis. That is, with every unit increase in recruitment, there is an increment in employee performance. This result aligns with the views held by scholars like Ogunyomi & Egbetokun (2021), Adebayo & Oladele (2022) and Emeka & Iwuanyanwu (2020).

In addition, the outcome shown in table 4.3 also reveals that training has a significant and positive impact on the employee performance at the Ministry of Budget and Economic Planning, Abuja. It is clear that statistically this can be justifiable since the coefficient value (.514) obtained from the test conducted shows that training has a positive impact and that the p-value is less than 0.005. The value of the test is .000 while that of the t-value is 4.796. Consequently, the null hypothesis which says that training has no significant and positive impact on the employee performance at the Ministry of Budget and Economic Planning, Abuja, is rejected. This study has confirmed the research outcomes by Oluwaseun & Adedeji (2021), Ogunyemi & Adebayo (2022), Okoro & Okafor (2020).

Besides, the outcome from table 4.3 also reveals that Compensation positively influences employees' performance at the Federal Ministry of Budget and Economic Planning, Abuja. This is statistically justified based on the value of the coefficient .270 which is positive and p- value of .000 which is less than 0.005 critical value. The t-value in this case is 52.632 and it corresponds to the p value of .000. Based on the above-mentioned result, it will not be justified to accept the null hypothesis which posits that Compensation does not significantly influence employees' performance at the Ministry of Budget and Economic Planning, Abuja. The result obtained from this study confirms the findings by Ogunleye & Akinyemi (2021), Adebayo and Durojaiye (2020) and Adekunle and Olayemi (2023) who found a significant positive effect between Compensation and Employee Performance.

5.0 Conclusion and Recommendations

The findings of this study demonstrate that recruitment, training, and compensation each have a significant and positive effect on employee performance at the Federal Ministry of Budget and Economic Planning, Abuja. The statistical results confirm that effective recruitment strategies enhance workforce productivity, training programs equip employees with essential skills for improved performance, and competitive compensation serves as a strong motivator for employees. These results align with existing literature, reinforcing the importance of HRM practices in fostering employee efficiency and overall organizational success. The result shows that HRM is positively and significantly affecting employees' performance in the Federal Ministry of Budget and Economic Planning, Abuja.

The following recommendations were made from the findings :

i. The Ministry should strengthen its recruitment processes by incorporating modern selection techniques such as competency-based assessments, psychometric testing, and structured interviews. This will ensure that the most qualified candidates are selected, leading to improved job performance.

ii. Regular training programs should be institutionalized to enhance employees' skills and productivity. The Ministry should adopt continuous learning initiatives, including professional development workshops and digital learning platforms, to keep employees updated with industry best practices.

iii. The Ministry should periodically review its compensation structure to ensure that salaries and benefits remain competitive. Introducing performance-based incentives and non-monetary rewards will further motivate employees, leading to higher productivity and job satisfaction.

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