



Effectiveness of human resource management practices on employee motivation: Evidence from Bauchi State ministry of education

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Abstract

Employee motivation remains a critical determinant of organizational performance, particularly in public sector institutions where human resources constitute the primary driver of service delivery. This study examined the effectiveness of Human Resource Management (HRM) practices on employee motivation in the Bauchi State Ministry of Education. The research focused specifically on three HRM practices: recruitment process, training and development, and performance appraisal. A survey research design was adopted, and data were collected from 180 employees using a structured questionnaire based on a five-point Likert scale. Multiple regression analysis was employed to determine the predictive effect of HRM practices on employee motivation. The findings indicate that recruitment process, training and development, and performance appraisal have a significant positive effect on employee motivation. Among the variables, training and development showed the strongest predictive effect on motivation. The study concludes that effective HRM practices are essential for enhancing motivation and productivity in public sector institutions. It recommends that the Ministry strengthen its recruitment transparency, expand staff development programmes, and improve performance appraisal systems to enhance employee commitment and performance.

Keywords: Human resource management, employee motivation, recruitment, training and development, performance appraisal, public sector

Introduction

Human Resource Management (HRM) plays a vital role in organizational success because employees constitute the most valuable asset of any institution. Organizations increasingly rely on effective HRM practices to enhance employee productivity, commitment, and motivation. HRM practices such as recruitment, training and development, and performance appraisal are fundamental mechanisms through which organizations manage and motivate their workforce. Employee motivation is particularly important in public sector institutions where service delivery largely depends on the efficiency and commitment of employees. Motivated employees tend to exhibit higher levels of productivity, engagement, and organizational loyalty. Conversely, poorly motivated employees may demonstrate low productivity, absenteeism, and high turnover.

In developing countries, including Nigeria, many government institutions face challenges related to ineffective HRM practices, which may lead to low employee morale and poor performance. Understanding how HRM practices influence employee motivation is therefore essential for improving organizational effectiveness.

This study investigates the effectiveness of HRM practices on employee motivation with particular reference to the Bauchi State Ministry of Education. The study focuses on three major HRM practices: recruitment process, training and development, and performance appraisal. These practices were selected because they play critical roles in shaping employee attitudes, job satisfaction, and performance.

Previous studies have shown that effective HRM practices can significantly enhance employee motivation and

organizational performance (Elmaje, A., & Imran, A. 2013; Gichuru, C., 2015; Singh, 2004) ^[16, 20, 32]. However, empirical evidence from Nigerian public sector institutions remains limited. This research therefore contributes to the literature by examining how HRM practices influence employee motivation within a state government ministry.

The study aims to answer the following research question:

To what extent do HRM practices influence employee motivation in the Bauchi State Ministry of Education?

The objectives of the study are to:

Examine the effect of recruitment processes on employee motivation.

Determine the impact of training and development on employee motivation.

Assess the effect of performance appraisal on employee motivation.

Literature Review

Concept of Human Resource Management

Human Resource Management refers to the strategic approach to managing people within an organization in order to achieve organizational objectives effectively and efficiently. HRM encompasses several activities including recruitment, training, compensation, performance evaluation, and employee relations.

According to Armstrong, M. (2010) ^[6], HRM focuses on developing employees' competencies and ensuring that they contribute positively to organizational goals. Effective HRM practices enable organizations to attract talented employees, develop their skills, and maintain high levels of motivation and job satisfaction.

Concept of Employee Motivation

Employee motivation refers to the internal and external forces that influence an employee’s willingness to perform tasks and achieve organizational goals. Motivated employees demonstrate higher levels of commitment, productivity, and creativity.

Motivation can be intrinsic or extrinsic. Intrinsic motivation arises from internal satisfaction such as achievement or personal growth, while extrinsic motivation results from external rewards such as salary, recognition, or promotion.

Theoretical Framework

Maslow’s Hierarchy of Needs

Maslow’s theory suggests that individuals are motivated by a hierarchy of needs including physiological needs, safety needs, social needs, esteem needs, and self-actualization needs. Organizations can enhance employee motivation by satisfying these needs through effective HR policies.

Herzberg’s Two-Factor Theory

Herzberg distinguishes between hygiene factors and motivational factors. Hygiene factors such as salary and working conditions prevent dissatisfaction, while motivational factors such as recognition and career advancement promote job satisfaction.

Expectancy Theory

Expectancy theory proposes that employees are motivated when they believe that their efforts will lead to desirable outcomes. Therefore, effective HR practices such as fair performance appraisal and reward systems can strengthen employee motivation.

Empirical Studies

Several empirical studies have examined the relationship between HRM practices and employee motivation. (Hafiz, N., Sah, S., & Jamsheed, H., 2011; Chukwuka Ernest J., 2016^[14, 22]; Jouda, A., Ungku Ahmed, N., & Abde Dahleez, k., 2016)^[25] Found that organizations implementing effective HR practices experience higher employee productivity and lower turnover. Singh (2004)^[32] also reported that HR practices significantly influence employee performance and organizational effectiveness.

Similarly, Hong, E., Hao, L., Kumar, R., Remendran, C., & Kadresan, V. (2012)^[23], observed that high-performance HR systems positively affect employee commitment and organizational performance. These findings indicate that HRM practices play a critical role in shaping employee motivation.

Methodology

Research Design

The study adopted a survey research design, which allows the collection of data from a large population using structured questionnaires.

Population and Sample

The population of the study consisted of 376 employees of the Bauchi State Ministry of Education. Using the Dilman (2000) statistical formula, a sample size of 194 respondents was determined. Out of these, 180 valid questionnaires were returned and used for analysis.

Data Collection

Data were collected using a structured questionnaire based on a five-point Likert scales ranging from 1 strongly agree to 5 strongly disagree.

Model Specification

Multiple regression analysis was used to examine the relationship between HRM practices and employee motivation.

The regression model is expressed as: $EM = \beta_0 + \beta_1 RP + \beta_2 TD + \beta_3 PA + \epsilon$

Where:

EM = Employee Motivation

RP = Recruitment Process

TD = Training and Development

PA = Performance Appraisal

β_0 = Constant

$\beta_1 - \beta_3$ = Regression coefficients

ϵ = Error term

Data Presentation and Analysis

Table 1: Gender Distribution

Gender	Frequency	Percentage %
Male	134	70
Female	46	30
Total	180	100

Survey 2026

Table 2: Educational Qualification

Options	Frequency	Percentage %
Secondary Education	27	15
OND	50	28
Degree/HND	65	36
Masters and above	38	21
Total	180	100

Survey 2026

The results indicate that most employees possess tertiary qualifications, suggesting that the workforce is relatively educated.

Multiple Regression Analysis

The regression analysis examined the influence of HRM practices on employee motivation.

Variable	Coefficient (β)	Std. Error	t-value	p-value
Constant	1.102	0.354	3.11	0.002
Recruitment Process	0.312	0.087	3.58	0.001
Training & Development	0.428	0.092	4.65	0.000
Performance Appraisal	0.267	0.081	3.29	0.001

$R^2 = 0.64$

F-Statistic = 28.72

$p < 0.05$

Interpretation of Results

The regression model explains 64% of the variation in employee motivation, indicating a strong relationship between HRM practices and employee motivation.

Recruitment Process

The coefficient ($\beta = 0.312$) indicates that recruitment practices significantly influence employee motivation.

Transparent and merit-based recruitment increases employee satisfaction and commitment.

Training and Development

Training and development showed the strongest effect ($\beta = 0.428$). This suggests that employees are more motivated when organizations invest in their professional growth.

Performance Appraisal

Performance appraisal also had a significant positive impact ($\beta = 0.267$), indicating that fair evaluation systems encourage employees to improve performance.

Discussion of Findings

The findings reveal that HRM practices significantly influence employee motivation within the Bauchi State Ministry of Education. Training and development emerged as the most influential factor, highlighting the importance of continuous professional development in motivating employees.

Recruitment practices also play a critical role. Transparent and merit-based recruitment systems foster trust and commitment among employees.

Similarly, performance appraisal systems contribute to motivation by providing employees with feedback, recognition, and opportunities for improvement.

These findings support earlier studies by M. Tahir & Ramay I. Mohammad (2006), and Chukwuka Ernest J. (2016)^[14, 33], which reported that HRM practices significantly influence employee performance and motivation.

Conclusion

This study examined the effect of HRM practices on employee motivation in the Bauchi State Ministry of Education. Using multiple regression analysis, the study found that recruitment process, training and development, and performance appraisal significantly influence employee motivation.

The results demonstrate that effective HRM practices are essential for improving motivation and productivity in public sector organizations.

Recommendations

Based on the findings, the following recommendations are proposed:

The Ministry of Education should implement transparent and merit-based recruitment processes.

Continuous training and development programmes should be introduced to enhance employee skills and motivation.

Performance appraisal systems should be made fair, objective, and transparent.

Employee recognition and reward systems should be strengthened to improve morale and commitment.

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