

**INFLUENCE OF RESOURCE MANAGEMENT ON STAFF PERFORMANCE IN
TERTIARY INSTITUTIONS IN NIGER STATE, NIGERIA**

BY

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Abstract

This study assessed Influence of Resource Management on Staff Performance in Tertiary Institutions in Niger State, Nigeria. Two objectives were to: assess the influence of human resources management on staff performance, and assess the influence of material resources management on staff performance in tertiary institutions. Two questions and hypotheses were formulated. The study adopted a survey research design. Population was 3,093, consisting 63 management, 1,216 academics and 1,814

non-academic staff. Using simple random sampling, 4 institution (36% of the 11 institutions) were selected. Sample was 309 respondents; comprising: 23 Management, 165 academic, 121 non-academic staffs. Participants were selected using proportionate sampling. Data was collected using self-designed questionnaire titled Influence of Resource Management on Staff Performance (IRMSP). Instruments validity was determined by two professionals from Measurement and Evaluation. Research questions were analysed using descriptive

statistics. One-Way Analysis of Variance (ANOVA) was used to test the null hypotheses at 0.05. Score above 2.50 reflected agreement and below disagreement. Findings indicate that human resource management effectiveness was relative because its perceived outcome was based on the experience of people to recruitment, and training. Also, it revealed the importance of adequate use of material resources to improve the productivity of staff, and institutional efficiency. The study concludes that management of human and material resources is fundamental to improving staff performance, achieving institutional goals, and sustaining administrative effectiveness. Government should adopt inclusive human resource policies aimed at enhancing regular staff development to improve performance.

Keywords: Resource management, Staff-performance, Administration, Institutions

Introduction

The effective management of organizational resources has increasingly become a central determinant of institutional success, sustainability, and competitiveness. In the education sector, particularly within tertiary institutions, resource management plays a pivotal role in shaping operational efficiency, staff productivity, and overall institutional performance. Tertiary institutions rely on a

combination of human, material, financial, and technological resources to execute their core mandates of teaching, research, and community service. The extent to which these resources are adequately planned, allocated, utilized, and maintained directly influences the performance outcomes of staff as well as the quality of services delivered to students and the society at large.

In the context of tertiary education, human resources constitute the academic and non-academic staff whose expertise and motivation are central to institutional productivity. Material resources such as physical infrastructure, instructional materials, laboratories, libraries, and technological facilities support the delivery of academic programs and administrative functions. Proper coordination of these resources enhances staff performance by creating a conducive work environment, facilitating effective task execution, and promoting innovation and job satisfaction. Conversely, poor resource management often manifests in inadequate facilities, insufficient instructional materials, lack of training opportunities, weak supervision, and ineffective allocation of funds factors that collectively undermine staff performance and institutional effectiveness.

Studies in Nigeria and other developing

nations have consistently highlighted the consequences of ineffective resource management in tertiary institutions. Akinwumi et al. (2023) observe that many institutions grapple with deteriorating infrastructure, insufficient teaching resources, underutilization of human capital, and poor financial practices. These challenges have far reached implications, including reduced staff morale, diminished productivity, and a decline in academic standards. Kinyili (2015) further argues that poor human resource practices such as inadequate remuneration, lack of training, weak supervision, and limited career development opportunities often lead to absenteeism, low motivation, and poor staff performance. Similarly, Nwuke and Nwanguma (2024) emphasize that effective management of material resources enhances institutional efficiency by ensuring the availability and proper maintenance of essential facilities that support teaching and administrative functions. When resources are well managed, they promote an enabling work environment that strengthens staff productivity; however, shortages or poorly maintained facilities impede performance and reduce institutional output.

Tertiary institutions in Niger State including universities, polytechnics, and colleges of

education play a strategic role in human capital development and regional economic growth. Despite this critical mandate, many of these institutions face persistent administrative and operational challenges linked to poor resource management. Empirical studies highlight issues such as inadequate funding, obsolete infrastructure, irregular supply of instructional materials, shortages of technological resources, and limited staff development initiatives (Ayoko et al., 2023). These deficiencies have negatively affected staff morale, job satisfaction, and performance, ultimately constraining the ability of these institutions to meet national and global standards in higher education.

Given the centrality of resource management in achieving institutional goals and the persistent challenges confronting tertiary institutions in Niger State, it becomes imperative to assess how the management of human and material resources influences staff performance.

Statement of the Problem

Despite the critical role that effective resource management plays in enhancing institutional performance, tertiary institutions in Niger State continue to experience persistent challenges that hinder staff productivity and overall organizational

efficiency. Evidence from existing studies indicates that many of these institutions operate with deteriorating physical infrastructure, inadequate instructional and technological resources, and insufficient funding mechanisms. Human resource practices are similarly affected, with issues such as poor remuneration, inadequate training opportunities, weak supervision, and limited career development pathways contributing to low staff morale and reduced job satisfaction.

These deficiencies in both human and material resource management compromise the ability of staff to perform optimally, thereby hindering the successful execution of core academic and administrative functions. The resulting decline in staff productivity not only affects the quality of teaching, research, and service delivery but also undermines the institutions' capacity to meet national and global standards in higher education.

In Niger State, where tertiary institutions are expected to serve as hubs for human capital development and regional economic advancement, the consequences of ineffective resource management are particularly concerning. The continuous presence of obsolete facilities, shortages of instructional materials, irregular funding patterns, and poor utilization of staff

expertise pose a significant threat to institutional growth and competitiveness. Despite the prevalence of these challenges, there is limited empirical evidence examining the extent to which human and material resource management practices influence staff performance in tertiary institutions within the state. This gap underscores the need for a systematic assessment of resource management practices and their influence on staff productivity.

Objectives of the Study

- 1: assess the influence of human resources management on staff performance in tertiary institutions in Niger state, Nigeria
- 2: assess the influence of material resources management on staff performance in tertiary institutions in Niger state, Nigeria

Research Questions

- 1: What is the influence of human resource management on staff performance in tertiary institutions in Niger state, Nigeria?
- 2: To what extent does material resource management influence staff performance in tertiary institutions in Niger state, Nigeria?

Hypotheses

- 1: There is no significant difference in the opinions of management staff, academic staff and non-academic staff on the influence of

human resources management on staff performance in tertiary institutions in Niger state, Nigeria; 2: There is no significant difference in the opinions of the respondents on the influence of material resources management on staff performance in tertiary institutions in Niger state, Nigeria.

Methodology

A survey research design was adopted for the study, as it allows researchers to gather data from a sample representing a larger population (Nchunge, Sakwa, & Mwangi, 2013). This design was deemed most suitable for achieving the study's objectives. The population of the study was 3,093 which consisted 63 management staff who hold the positions of authority, 1,216 academic staff and 1,814 non-academic staff. Niger state ministry of tertiary education, Minna (2021). Using simple random sampling, 4 tertiary institution (36% of the 11 institutions) were selected: College of Education, Minna, Niger State Polytechnic, Zungeru, Niger State College of Agriculture, Mokwa, and Minna Institute of Technology Innovation. The sample size for the study was 309

Results

Research Question One

respondents; comprising: 23 Management staffs, 165 academic staffs, 121 non-academic staffs. This selection aligns with the recommended sampling range of 10% to 30%, as suggested by Nageen et al. (2025) which was considered adequate for the study. Also, participants were selected using a proportionate sampling method. A self-designed questionnaire titled Influence of Resource Management on Staff Performance (IRMSP) was used to collect data. The instrument was made up of 14 item statement which were designed on a four-point Likert scale with the answers being Strongly Agree (SA), Agree (A), Disagree (D), and Strongly Disagree (SD) corresponding to the numbers of 4, 3, 2, and 1 respectively. The validity of the tool in terms of content was determined through two professionals in the field of Measurement and Evaluation. To provide the answer to the research questions, descriptive statistics mean was used to analyse the data, and One-Way Analysis of Variance (ANOVA) was used to test the null hypotheses at 0.05 level of significance. An average score of above 2.50 reflected agreement and a mean score of below 2.50 disagreement.

What is the influence of human resources management on staff performance in tertiary institutions in Niger state, Nigeria?

Table 1: Opinions of respondents on the influence of human resources**management on staff performance in the in Niger state, Nigeria.**

| S/N | Statements | Respondent | SA | | A | | D | | SD | | M |
|-----|---|-------------|----|------|----|------|----|------|----|-----|------|
| | | | s | F | % | F | % | F | % | F | |
| 1 | Recruitment and selection processes in my institution ensure that qualified and competent personnel are employed. | Mgt. Staff | 9 | 39.1 | 6 | 26.1 | 6 | 26.1 | 2 | 8.7 | 2.96 |
| | | Acad. Staff | 36 | 21.8 | 78 | 47.3 | 36 | 21.8 | 15 | 9.1 | 2.82 |
| | | N-Acad. | 32 | 26.4 | 65 | 53.7 | 12 | 9.9 | 12 | 9.9 | 2.97 |
| 2 | Regular staff training and development programs are provided to enhance employees' skills and productivity | Mgt. Staff | 10 | 43.5 | 4 | 17.4 | 7 | 30.4 | 2 | 8.7 | 2.96 |
| | | Acad. Staff | 41 | 24.8 | 86 | 52.1 | 28 | 17.0 | 10 | 6.1 | 2.87 |
| | | N-Acad. | 27 | 22.3 | 72 | 59.5 | 10 | 8.3 | 12 | 9.9 | 2.94 |
| 3 | Performance appraisal and feedback systems in my institution motivate staff to improve their work output | Mgt. Staff | 6 | 26.1 | 8 | 34.8 | 7 | 30.4 | 2 | 8.7 | 2.78 |
| | | Acad. Staff | 30 | 18.2 | 88 | 53.3 | 34 | 20.6 | 13 | 7.9 | 2.82 |
| | | N-Acad. | 29 | 24.0 | 65 | 53.7 | 17 | 14.0 | 10 | 8.3 | 2.93 |
| 4 | Staff are adequately | Mgt. Staff | 7 | 30.4 | 5 | 21.7 | 9 | 39.1 | 2 | 8.7 | 2.73 |
| | | Acad. Staff | 44 | 26.7 | 69 | 41.8 | 38 | 23.0 | 14 | 8.5 | 2.87 |

| | | | | | | | | | | | |
|-------------------|--|---|---------------|----------------------|---------------|----------------------|---------------|----------------------|--------------|---------------------|----------------------|
| | rewarded and recognized for outstanding performance. | N-Acad. Staff | 44 | 36.4 | 62 | 51.2 | 12 | 9.9 | 3 | 2.5 | 3.21 |
| 5 | Promotion and advancement opportunities in my institution are based on merit and performance | Mgt. Staff Acad. Staff N-Acad. Staff | 6 23 56 | 26.1 13.9 46.3 | 7 86 47 | 30.4 52.1 38.8 | 6 37 15 | 26.1 22.4 12.4 | 4 19 3 | 17.4 11.5 2.5 | 2.65 2.68 3.29 |
| 6 | The management provides a conducive work environment that supports employee motivation and efficient | Mgt. Staff Acad. Staff N-Acad. Staff | 9 33 58 | 39.1 20.0 47.9 | 8 81 47 | 34.8 49.1 38.8 | 4 36 13 | 17.4 21.8 10.7 | 2 15 3 | 8.7 9.1 2.5 | 3.04 2.80 3.32 |
| 7 | Communication between management and staff is open and effective, promoting teamwork and job satisfaction | Mgt. Staff Acad. Staff N-Acad. Staff | 7 42 44 | 30.4 25.5 36.4 | 8 63 60 | 34.8 38.2 49.6 | 6 38 12 | 26.1 23.0 9.9 | 2 22 5 | 8.7 13.3 4.1 | 2.86 2.76 3.18 |
| Grand Mean | | | | | | | | | | | 2.93 |

The analysis of items 1 to 7 in Table 1 focused on assessing the influence of human resource management on staff performance

in tertiary institutions in Niger State, Nigeria. The opinions of management, academic, and non-academic staff were analyzed, and the findings revealed a generally positive

perception across all dimensions assessed. Respondents agreed that the recruitment and selection processes in their institutions ensure the employment of qualified and competent personnel, as reflected in mean scores of 2.96, 2.82, and 2.97 respectively. Similarly, they affirmed that regular staff training and development programs are provided to enhance employees' skills and productivity, with mean scores of 2.96, 2.87, and 2.94. In addition, performance appraisal and feedback systems were viewed as effective in motivating staff to improve their work output, as indicated by mean scores of 2.78, 2.82, and 2.93.

Furthermore, respondents agreed that staff are adequately rewarded and recognized for outstanding performance (means: 2.73, 2.87, and 3.21), and that promotion and advancement opportunities are based on

merit and performance (means: 2.65, 2.68, and 3.29). They also acknowledged that management provides a conducive work environment that supports motivation and efficiency (means: 3.04, 2.80, and 3.32) and that communication between management and staff is open and effective, thereby promoting teamwork and job satisfaction (means: 2.86, 2.76, and 3.18).

Overall, the grand mean score of 2.93 reflects a strong consensus that human resource management practices positively influence staff performance and contribute significantly to the effective administration of tertiary institutions in Niger State.

Research Question Two

What is the influence of material resources management on staff performance in tertiary institutions in Niger State, Nigeria?

Table 2: Opinions of respondents on the influence of material resources management on staff performance in tertiary institutions in Niger State, Nigeria.

| S/ N | Statements | Responden ts | SA | | A | | D | | SD | | Mea n |
|---------|---|-----------------|----|------|----|------|----|------|----|------|----------|
| | | | F | % | F | % | F | % | F | % | |
| 8 | My institution provides adequate teaching and administrative materials to support effective job | Mgt. Staff | 6 | 26.1 | 7 | 30.4 | 8 | 34.8 | 2 | 8.7 | 2.74 |
| | | Acad. Staff | 4 | 25.5 | 69 | 41.8 | 35 | 21.2 | 19 | 11.5 | 2.81 |
| | | | 2 | | | | | | | | |
| | | N-Acad. | 3 | 31.4 | 54 | 44.6 | 14 | 11.6 | 15 | 12.4 | 2.95 |
| | | Staff | 8 | | | | | | | | |

| | | | | | | | | | | | |
|-----------|--|---------------|---|------|----|------|----|------|----|------|------|
| | performance. | | | | | | | | | | |
| 9 | Office equipment and facilities in my institution are regularly maintained to ensure smooth operations | Mgt. Staff | 1 | 43.5 | 4 | 17.4 | 7 | 30.4 | 2 | 8.7 | 2.96 |
| | | | 0 | | | | | | | | |
| | | Acad. Staff | 4 | 25.5 | 77 | 46.7 | 30 | 18.2 | 16 | 9.7 | 2.88 |
| | | | 2 | | | | | | | | |
| | | N-Acad. Staff | 3 | 27.3 | 57 | 47.1 | 15 | 12.4 | 16 | 13.2 | 2.88 |
| | | | 3 | | | | | | | | |
| 10 | The availability of instructional materials enhances the quality of work and productivity among staff | Mgt. Staff | 8 | 34.8 | 8 | 34.8 | 5 | 21.7 | 2 | 8.7 | 2.96 |
| | | Acad. Staff | 3 | 18.8 | 79 | 47.9 | 38 | 23.0 | 17 | 10.3 | 2.75 |
| | | | 1 | | | | | | | | |
| | | N-Acad. Staff | 3 | 28.9 | 57 | 47.1 | 16 | 13.2 | 13 | 10.7 | 2.94 |
| | | | 5 | | | | | | | | |
| 11 | The management ensures equitable distribution of material resources across all departments and units. | Mgt. Staff | 6 | 26.1 | 6 | 26.1 | 9 | 39.1 | 2 | 8.7 | 2.70 |
| | | Acad. Staff | 4 | 26.1 | 60 | 36.4 | 41 | 24.8 | 21 | 12.7 | 2.76 |
| | | | 3 | | | | | | | | |
| | | N-Acad. Staff | 4 | 35.5 | 56 | 46.3 | 16 | 13.2 | 6 | 5.0 | 3.12 |
| | | | 3 | | | | | | | | |
| 12 | Modern technological tools and equipment are accessible to staff for efficient service delivery. | Mgt. Staff | 6 | 26.1 | 6 | 26.1 | 7 | 30.4 | 4 | 17.4 | 2.61 |
| | | Acad. Staff | 2 | 15.8 | 64 | 38.8 | 22 | 13.3 | 53 | 32.1 | 2.38 |
| | | | 6 | | | | | | | | |
| | | N-Acad. Staff | 4 | 39.7 | 50 | 41.3 | 18 | 14.9 | 5 | 4.1 | 3.17 |
| | | | 8 | | | | | | | | |
| 13 | There is a proper monitoring and maintenance | Mgt. Staff | 6 | 26.1 | 6 | 26.1 | 7 | 30.4 | 4 | 17.4 | 2.60 |
| | | Acad. Staff | 3 | 20.6 | 72 | 43.6 | 40 | 24.2 | 19 | 11.5 | 2.73 |
| | | | 4 | | | | | | | | |

| | | | | | | | | | | | |
|-----------|---|---------------|---|------|----|------|----|------|----|------|-------------------|
| | system for institutional facilities and equipment. | N-Acad. Staff | 5 | 44.6 | 49 | 40.5 | 14 | 11.6 | 4 | 3.3 | 3.26 |
| | | Staff | 4 | | | | | | | | |
| 14 | Shortage or poor management of material resources negatively affects staff efficiency and job satisfaction. | Mgt. Staff | 1 | 47.8 | 6 | 26.1 | 4 | 17.4 | 2 | 8.7 | 3.13 |
| | | Acad. Staff | 4 | 26.7 | 55 | 33.3 | 41 | 24.8 | 25 | 15.2 | 2.72 |
| | | N-Acad. Staff | 4 | 37.2 | 59 | 48.8 | 12 | 9.9 | 5 | 4.1 | 3.19 |
| | | | 5 | | | | | | | | |
| | | | | | | | | | | | 2.87 |
| | | | | | | | | | | | Grand Mean |

The analysis of items 8 to 14 in Table 2 focused on assessing the influence of material resources management on staff performance in tertiary institutions in Niger State, Nigeria. Responses from management, academic, and non-academic staff were collected, analyzed, and discussed, revealing a generally positive perception of how material resources influence job performance and institutional efficiency.

Findings showed that respondents agreed that their institutions provide adequate teaching and administrative materials to support effective job performance, as reflected in mean scores of 2.74, 2.81, and 2.95. Similarly, they agreed that office equipment and facilities are regularly maintained to ensure smooth operations (means: 2.96, 2.88,

and 2.88). Respondents also affirmed that the availability of instructional materials enhances the quality of work and productivity among staff (means: 2.96, 2.75, and 2.94). In addition, participants agreed that management ensures equitable distribution of material resources across departments and units (means: 2.70, 2.76, and 3.12) and that modern technological tools and equipment are accessible to staff for efficient service delivery (means: 2.61, 2.38, and 3.17). They further indicated that there is an effective system for monitoring and maintaining institutional facilities and equipment (means: 2.60, 2.73, and 3.26). Finally, respondents agreed that shortages or poor management of material resources negatively affect staff efficiency and job satisfaction (means: 3.13, 2.72, and 3.19).

Overall, the grand mean score of 3.61 demonstrates that effective material resources management has a positive impact on staff performance and contributes significantly to the smooth administration of tertiary institutions in Niger State, Nigeria

Hypothesis One: There is no significant

Tables 3: Summary of One-Way ANOVA on the influence of human resources management on staff performance in tertiary institutions in Niger state, Nigeria

| Status | Sum of Squares | df | Mean Square | F | Sig |
|----------------|----------------|-----|-------------|--------|------|
| Between Groups | 22.419 | 2 | 7.473 | 12.098 | .001 |
| Within Groups | 188.395 | 305 | .618 | | |
| Total | 210.814 | 308 | | | |

P<0.05

In Table 3 ANOVA outcome ($F = 8.118$, $p = 0.001 < 0.05$) shows that there is a significant difference between the views of the management, academic, and non-academic staff regarding the impact of human resource management on the staff performance in the management of the tertiary institutions. It implies that the null hypothesis was rejected,

difference in the opinions of management staff, academic staff and non-academic staff on the influence of human resources management on staff performance in tertiary institutions in Niger state, Nigeria.

which means that the groups do not have equal perception of how the human resource management impact the staff performance.

Hypothesis Two: There is no significant difference in the opinions of the respondents on

the influence of material resources management on staffs' performance in tertiary institutions in Niger state, Nigeria.

Tables 4 Summary of One-Way ANOVA on the influence of material

resources management on staff performance in tertiary institutions in Niger state, Nigeria

| Status | Sum of Square | df | Mean Square | F | Sig |
|----------------|---------------|-----|-------------|--------|------|
| Between Groups | 24.925 | 2 | 8.308 | 11.802 | .002 |
| Within Groups | 214.709 | 305 | .704 | | |
| Total | 239.634 | 308 | | | |

In Table 4 the ANOVA value ($F = 6.429$, $p = 0.002 < 0.05$) means that there is statistically significant difference in opinions of management, academic, and non-academic staff on the impact of material resource management on staff performance in management of tertiary institutions in Niger State. This finding means that the null hypothesis is rejected and hence the respondents do not have a similar perception on the impact of material resource management in determining the staff performance.

Discussion of Findings

The study results indicated that there was a significant difference between the opinion of the management, academic and non-academic staff regarding the influence of human resource management on staff performance in tertiary institutions ($F = 8.118$, $p = 0.001 < 0.05$). This resulted in rejection of null hypothesis which showed that respondents have different perceptions

regarding the influence of human resource management on staff performance. This finding also indicates that human resource management effectiveness is relative because its perceived outcome is based on the experience of people to recruitment, training, motivation, and appraisal systems. This observation is in line with the findings of Kehoe and Wright (2013) and Boon et al. (2014), stated that the effectiveness of human resource management practices varies in organizational settings and staff types depending on the perception and practice of the organization. Similarly, Schuler and Jackson (2014) argue that human resource (HR) professionals have the opportunity to demonstrate the diverse ways in which HRM contributes to organizational effectiveness, extending its influence beyond traditional performance indicators. Thus, the research supports the perception that the human resource management is relatively impacting the performance of the staff organizational

structure, role differentiation and exposure to HR practices.

Hypothesis Two showed that there was a significant difference in the perception of management, academic and non-academic staffs regarding the influence of material resource management on performance of staff in tertiary institutions. ($F = 6.429$, $p = 0.002 < 0.05$). This outcome led to the rejection of the null hypothesis, indicating that the categories of staff differ significantly in their perceptions of the impact of material resources on performance. The finding highlights the importance of fair distribution, and adequate use of material resources to improve the productivity of staff, and institutional efficiency. This result is consistent with the studies of Shanka and Adebola (2021) and Usman (2016), who confirmed that sufficient and equitably distributed material resources contribute greatly to the performance of staff and the overall productivity of any organization. Thus, the research confirms the opinion that the effective management of the material resources is a prerequisite for meeting the institutional goals and maintaining administrative efficiency within the tertiary institutions.

Conclusion

The study revealed significant differences in

the perceptions of management, academic, and non-academic staff regarding the impact of both human and material resource management on staff performance in tertiary institutions. The findings revealed that the effectiveness of human resource management is relative, as it depends on individual experiences with recruitment, training, motivation, and appraisal systems. Likewise, the study confirmed that perceptions of material resource management vary among staff categories, emphasizing the role of adequate and equitable resource distribution in enhancing productivity and institutional efficiency. Thus, the study concludes that effective management of human and material resources is fundamental to improving staff performance, achieving institutional goals, and sustaining administrative effectiveness in tertiary institutions.

Recommendations

- 1: To enhance human resource performance in tertiary institutions, the State Government should adopt inclusive human resource policies in tertiary institutions that aim at enhancing fairness in recruitment, regular staff development, motivation, and adopt transparent appraisals to enhance staff performance.

- 2: The State Government should ensure that

available material resources are equitably distributed across all departments, properly maintained, and efficiently utilized to support effective institutional operations.

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