

Human Resources Policies and Employees' Attitude: A Study of Federal University of Petroleum Resources, Effurun, Delta State

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<p>Article Information:</p> <hr/> <p>Keywords: Attitudes; Policie; Recruitment</p> <hr/> <p>Article History: Received : June 26, 2022 Revised : July 5, 2023 Accepted : July 15, 2023</p> <hr/> <p>Cite This Article: Demaki, G., & Ibrighademor, G. (2023). Human Resources Policies and Employees' Attitude: A Study of Federal University of Petroleum Resources, Effurun, Delta State. <i>Indikator: Jurnal Ilmiah Manajemen dan Bisnis</i>, 7(3), 1 - 12. doi:http://dx.doi.org/10.22441/indikator.v7i3.21202</p>	<p>Abstract</p> <hr/> <p><i>This study examined the influence of human resources policies on employees' attitude using Federal University of Petroleum Resources, Effurun, Delta State as a case study. The study used the survey research design and the instrument of data collection was the questionnaire which was administered to two hundred (200) academic and non-academic staff of the Federal University of Petroleum Resources. Data obtained in the survey were analyzed using linear regression technique. It was found that human resource recruitment and selection policy had significant influence on employees' attitudes (F-value = 3.246; P-value = 0.003). In addition, we found that human resource staff training and development policy had significant effect on employees' attitudes (F-value = 5.017; P-value = 0.026). The study recommends that management of Nigerian public institutions of higher learning should sustain and improve on their recruitment and selection and staff training and development policies in order to enhance employees' attitude to work. More so, there is need to for the management of Nigerian public institutions of higher learning to embrace diverse types of human resource policies that will improve employees' attitude to work.</i></p>
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INTRODUCTION

In contemporary organizations, managements are interested in knowing how the behaviour of employees determines their ultimate productivity and contributions to the overall growth of the business. Arifin (2019) noted that employees' behavior is affected by their attitude. Thus management takes into cognizance all that affects the output of the staff that can stall or delay progress Arubayi & Eruvbedede (2022). Hence, most organizations' performance/productivity to a large extent depends largely on the behaviour and attitude of their workforce (Cherif, 2020). This is because employees are indispensable part of any corporation and are relied on for optimum productivity and organizational efficiency (Arubayi, Onuorah & Egbule 2020). Employees' attitude according to Kinyamu (2021) refers to a mental and neural representation, which is organized through experiences that has dynamic influence on their behaviour. Impliedly, employees' attitudes represent beliefs, feelings and actions towards objects, ideas or people.

Notably, attitude is a complex cognitively-oriented process, which makes up personality (Suthi, 2020). Attitude is frequently used in describing people's behaviour and Tai (2021) opined that attitude can be categorized in three (3) ways. First, they tend to persist unless something is done to change them; second, attitude can fall anywhere along a continuum from a very favourable to an unfavourable one; and third, attitude is directed towards some object about which a person has a feelings and beliefs. Also to influence employee attitude, Arubayi

(2023) suggested that Organizations should adopt minimal level of coercive style in dealing with employees and not be too coerce in their behavior.

Employee attitudes towards organizational change, such as HRM policies are psychological tendencies of the employees based on evaluative assessments of change (both positive and negative assessments). Positive employee attitudes towards change can be seen from their readiness and openness to accept whatever the HRM policies that are put in place. On the other hand, negative attitudes towards change can be seen from their resistance and cynicism about the enacted HRM policies. To get the right attitudes from employees, Arubayi, & Ejeta, (2022) noted that organizations are devising stress coping strategies to improve job performance. Thus, Aladwan (2018) asserted that employees who have a positive attitude towards HRM policies are those who can be relied on while those with a negative attitude towards change will hinder the development of the organization (Suthi, 2020; and Arifin, 2019).

Employees' relations show that a strong association exists between HRM policies, employees' attitudes and performance (Guest, Michie, Sheehan & Metochi, 2020). That's why Arubayi & Odiri, (2023) suggested that in order for organizations' achievement to be stimulated, there is the need to put in place mechanisms aimed at making employees more dedicated and engaging them in the decision-making process. HRM policies are the primary means via which organizations can influence and shape the skills, attitudes, and behaviour of employees to do their work and thus achieve organizational goals (Collins & Clark, 2019). Kinyamu (2021) noted that many organizations' HRM policies and practices employ four (4) approaches in the workplace such as: recruitment and selection, leave and time off, health, safety, and security, employee conduct, performance management and work travel (Gibbons, 2021). Tiemo, and Arubayi, (2012) suggested that human resource experts and agencies could be engaged to recruit credible candidates based on their capabilities. This will help organizations to curb the factors of nepotism and favouritism in the workplace.

According to Aladwan (2018), HRM policies involve the recruitments and selection of the right employees for the right positions, providing relevant training, establishing an adequate performance appraisal system and establishing an equitable compensation and reward system. For effective recruitment, Arubayi (2023) was of the opinion that organization should institute an effective framework for identifying talented employees which can be nurtured to perform efficiently overtime. Hence, institutions (public institutions of higher learning inclusive) should attract and retain talented employees by matching employees' needs with that of the organization. Arubayi (2023) opined that though adequate incentives are offered to employees; these incentives should be based on merit and not based on ethnic divide.

Most public institutions of higher learning offer considerable benefits because they have realized that taking care of the workforce make them develop positive attitude to work and look after the interest of the organization (Tai, 2021). Consequently, HRM policies have been considered by prior studies (see Arifi, 2019; Cherif, 2020; Kinyamu, 2021; and Tai, 2021) as mechanisms for enhancing employees' attitude.

In most public institutions of higher learning, the HRM policies as it relates to both academic and non-academic staff has been poorly formulated and implemented, thus making them to show negative attitudes towards work. Such attitudes of the employees in public institutions of higher learning in Nigeria has manifested in the form of incessant strikes both in the past and present, which has thus raised concerns on the need to ensure adequate HRM policies that can avert such negative behaviour in Nigeria. Notwithstanding the incessant strikes by both academic and non-academic staff in Nigeria public institutions of higher learning orchestrated by inefficient HRM policies, there are cases of absenteeism and taking up of 'private jobs', which has further delayed the growth of public institutions of higher learning.

Furthermore, while prior studies had shown that effective and efficient HRM policies have the tendency to positively influence the attitude of employees; notably, there is limited body of knowledge on the research theme as it concerns Nigerian public institutions of higher learning and in particular, Federal University of Petroleum Resources (FUPRE), Effurun, Delta State, which happens to be one of the Federal University in the State. Thus, there is the need to carry out an investigation on the identified problem as well as filling the gaps in the HRM literature as to whether HRM policies significantly affect employees' attitude in FUPRE.

This study aims to examine the effect of human resource policies on employee attitudes at the Federal University of Petroleum Resources, Effurun, Delta State of Nigeria. Specifically, this study will examine the effect of human resource recruitment and selection policies on employee attitudes, examine the effect of human resource staff training and development policies on employee attitudes.

LITERATURE REVIEW

Human Resource Policies

Training leads to increased employee performance because it equips the staffs with the right skills, knowledge and abilities that enable them to perform optimally (Atan, Raghavan & Mahmood, 2015). Any organization whose goals are to survive and prosper needs to invest in training and development programmes in order to improve the attitude of its workforce, commitment and proficiencies in productivity (Kinyamu, 2021).

Employee training and development is a prerequisite for organizations that need to compete in the global market, where technology changes from time to time. Training and development have long been recognized in the HRM literature, however, academic researchers have paid close attention to them in their studies (Arifi, 2019; Cherif, 2020; Kinyamu, 2021; and Tai, 2021), as a result, many meanings of staff training and development have emerged. Blair and Sisakhti (2017) affirmed that enormous profits can be achieved through investment in training and development. In addition, Mincer (2018) noted a positive and vital link between training, capacity building and organizational maintenance.

On the other hand, recruitment and selection being the onset of the talent management process are very crucial decision-making points in the establishment of the work relation. The process generally involves an organization looking for the best fit employee(s) who are skilled, knowledgeable, and/or experienced to take up job vacancies with defined job specifications (Safiullah, 2014).

Additionally, Ekwoaba, Ugochukwu and Ndubuisi (2015) found that recruitment and selection criteria positively and significantly affect employees' attitude and organizational performance. Similarly, Mokaya, Mukhweso and Njuguna (2013) showed in their study that there was significant positive relationship between recruitment and selection policy and employees' attitude to work and employee performance. There are ample evidences in the HRM literature that effective and efficient HR policies contribute significantly and positively to enhanced employees' attitude to work.

Employees' Attitude

In the HRM literature, employees' attitude research has formed a major strand. According to Arifin (2019), employees' attitudes are reflection of their broad-value and belief leading to the improvement of their assessments and preferences and contributing vigorously to how the workforce make their decision on daily-work routine.

Suthi (2020) sees employees' attitudes as certain uniformities of the workforce's sentiments, viewpoints and inclinations to act towards some aspects of the business environment. Thus, it then becomes very vital for management to take into cognizance, employees' attitude and their response to organizational goals (Amos & Amos, 2020).

Theoretical Framework

The theoretical framework of this study was anchored on the Action Learning Theory (ACT). The theory is advocated by Zuber-Skerritt (2001) and founded on a phenomenological paradigm with the assumption that "knowledge is socially constructed and created from within, and for, a particular group and context. Within this paradigm, learning is assumed to be a social process, facilitated by questioning insight and reflection on action (Passfield 1996 cited in Du-Plessis, Douangphichit & Dodd, 2016).

In this way, action learning seeks to make "meaning from experience" for the purpose of creating a different relational reality (Raelin 1997, cited in Shinwari & Rahimi, 2018). Action learning share the elements of real people resolving and taking action on real problems in real time and learning while doing. Cho and Egan (2010) cited in Mustapha, Ilesanmi and Aremu (2013) noted that the most powerful forms of action learning balance the elements of learning with elements of action.

Empirical Studies

Mokaya et al. (2013) carried out a study on recruitment sources and employees' attitude and found that there was significant positive relationship between recruitment sources and employees' attitude to work and employee performance in Kenya. Also, Olatinji and Ugoji (2013) study showed that recruitment procedures used in the organization influence personnel behaviour, attitude to work and performance while the study Mustapha et al. (2013) revealed that the aim of recruitment is not only filling of vacancies to include individual development and achievement. It aims to build a strong organization where effective team work, and the individuals needs are realized at the same time. The study argued that to achieve this aim, the organizations must adopt recruitment.

Arubayi (2023) assessed the relationship between the variables of workplace toxicity such as narcissistic behaviour, harassment, offensive/aggressive leadership, bullying as well as ostracism and employee performance. The Pearson Product Moment Correlation results indicate that there is a relationship between all the variables of Workplace toxicity and Employee Performance.

The study by Shinwari and Rahimi (2018) indicated that 360 degree and peer review appraisal significantly affected employees' attitude towards work. But that the use of 360 degree type of appraisal had negative effect, the possible reason may be the negative connotation of punishment attached with 360 degree appraisal. Self-review was found with no effect on attitude towards work while performance appraisal activities provide management and their subordinates with important opportunities to consult on their business activities.

Du-Plessis et al. (2016) pointed out that motivational strategies is a very important tool in enhancing workers attitude to work and thereby increasing efficiency, productivity and organizational goals. According to them, the attitude of employees in organisations can be judged or measured by their level of motivation, their attentiveness, their friendliness, their appearances, their commitment, and the way they carry out and perform their assigned tasks.

Amos and Amos (2020) examined how training and development affect career growth and development which reflects on employees' performance and retention. The study revealed that there was a positive and significant correlation between training and development and employees' competency and employees' performance and retention. Hence, it was shown that

training and development provide an avenue for employees to participate in decision-making and in improving their performance and that of the organization as well as the retention rate of organizations.

Research Hypotheses

Given the specific objectives of the study, the following research hypotheses were developed:

Hypothesis I

H1: Human resource recruitment and selection policy have positive significant influence on employees’ attitude.

Hypothesis II

H2: Human resource staff training and development policy have have positive significant influence on employees’ attitude.

METHOD

The survey research design was used in this study since the study is concerned with obtaining the views of people on how HR policies affect the attitude of employees in the workplace. Thus, the study employed questionnaire in obtaining the perceptions of people on the research theme. The study population comprised of the academic and non-academic staff of the Federal University of Petroleum Resources(FUPRE), Effurun, Delta State of Nigeria. As of December 31, 2022, there were about one hundred and nineteen (119) academic staff and two hundred and ninety-seven (297) non-academic staff in FUPRE, hence totalling four hundred and sixteen (416) employees. Furthermore, Taro-Yamane (1964) sample size formula was used in arriving at the sample size of 204. The instrument of data collection was the questionnaire designed on 5-point scale of strongly agree, agree, undecided, disagree and strongly disagree. The questionnaire was designed to address the perceptions on the respondents on HR policies and employees’ attitude. The instrument was adapted from the works of Arifi, (2019); Cherif, (2020); Kinyamu, (2021); and Tai, (2021) which include staff training and development and recruitment and selection and employees’ attitude. The questionnaire was divided into two (2) sections: bio-data of the respondents and themes on HR policies (staff training and development and recruitment and selection). The study used descriptive statistics (frequency counts, simple percentages, mean, standard deviation, and Karl Pearson correlation) and inferential statistics (simple regression) to evaluate the data obtained in the field survey. Specifically, the simple regression result was used to validate the research hypotheses of the study. The decision rule of the inferential statistics is that if the F-probability value is less than the level of significance (0.05%), the null hypothesis is rejected while the alternate hypothesis is accepted vice-versa. The dependent variable of the study is employees’ attitude while the independent variable is HR policies with two (2) dimensions: staff training and development and recruitment and selection. In view of the above, the following models were estimated to assess the effect of HR policies on employees’ attitude as follows :

$$Ett = f(STD) \tag{eq. 1}$$

$$Ett = f(SRS) \tag{eq. 2}$$

Equations 1-2 can be expressed mathematically as follows:

$$Ett_i = \eta_0 + \eta_1 STD_i + \sum_t \tag{eq.3}$$

$$Ett_i = \eta_0 + \eta_1 SRS_i + \sum_t \tag{eq.4}$$

Where: μ is academic and non-academic staff in FUPRE; E_{tt} is employees' attitude; STD is staff training and development; SRS is staff recruitment and selection. β_1, β_2 = coefficients of the model.

Presentation and Analyses

Table 2. Respondents' Bio-Data on Human Resource Policies and Employees' Attitude

Ranks	Variables	Respondents	Frequency N=200	Percent(%)
1	Gender	Male	123	61.5%
		Female	77	38.5%
		Total	200	100%
2	Marital Status	Married	147	73.5%
		Single	46	23.0%
		Divorced	7	3.50%
		Total	200	100%
3	Educational Qualification	SSCE/Pry School Leaving Cert.	16	8.0%
		OND/NCE	24	12.0%
		B.Sc./HND	32	16.0%
		M.Sc./MBA	88	44.0%
		PhD	40	20.0%
		Total	200	100.0%
4.	Staff Categories	Academic Staff	56	28.0%
		Non-Academic Staff	144	73.0%
		Total	200	100.0%

Source: Actual Field Work (2023)

The results in Table 2 showed that 123(61.5%) of the respondents are males while 77(38.5%) are females. It was revealed that 147(73.5%) and 46(23%) of the respondents are married and single respectively while the remaining respondents representing 7(3.5%), are divorced. The educational qualification revealed that 16(8%) and 24(12%) of the respondents had obtained SSCE/Primary School Leaving Certificate and OND/NCE degrees respectively while 32(16%) and 88(44%) had obtained B.Sc./HND and M.Sc./MBA degrees respectively. The remaining respondents representing 40(20%) had obtained PhD

Furthermore, it was shown that 56(28%) of the respondents are academic staff while 144(73%) are non-academic staff. Interestingly, the bio-data of the respondents revealed that majority of the respondents had obtained higher qualification (B.Sc./HND, M.Sc./MBA, and PhD), hence are deemed knowledgeable and be able to provide suitable answers to the questionnaire.

Table 3. Descriptive Statistics of Human Resource Policies and Employees' Attitude

Parameters	ETT	STD	SRS
Mean	2.5420	2.6111	2.8143

Standard Deviation	0.5112	0.5420	0.6001
Minimum Value	1	1	1
Maximum Value	5	5	5
Observations	200	200	200

Source: Actual Field Work (2023)

The descriptive statistics showed that employees' attitude (ETT) had a mean score of 2.5420 with a corresponding standard deviation value of 0.5112. The dimensions of human resource policies of staff training and development (STD) had mean score of 2.6111 and corresponding standard deviation value of 0.5420 while staff recruitment and selection (SRS) had a mean score of 2.8143 with a corresponding standard deviation value of 0.6001.

The result implies that respondents' perception on HR policies and employees' attitude in FUPRE are not too disperse from each other and that most likely they share similar viewpoints on the research theme. Mean scores for HR policies dimensions and employees' attitude clearly shows that all the respondents supported that the research instrument can be used to assess the relationship between HR policies and employees' attitude.

Table 4. Correlation Results for HR Policies and Employees' Attitude

Parameters	ETT	STD	SRS
Employees' Attitude (ETT)	1.0000		
Staff Training and Development (STD)	0.0417	1.0000	
Staff Recruitment and Selection (SRS)	0.0503	0.0422	1.0000

Source: Actual Field Work (2022)

The Pearson correlation result showed that the HR policies dimensions (STD and SRS) are positively related with employees' attitude (ETT). Besides, Pearson correlation coefficients showed no two independent variables were correlated perfectly; hence the nonexistence of multicollinearity in the empirical models of HR policies and employees' attitude since all the dimensions of HR policies did not exceed 0.8.

Test of Hypotheses

Ho1: Human resource recruitment and selection policy have no significant influence on employees' attitude

Table 5. Linear Regression Result for Human Resource Recruitment and Selection Policy and Employees' Attitude in FUPRE

Model Summary						
Model 1	R	R ²	Adjusted R ²	SEE		
	.102 ^a	.063	.007	4.034		
	SS	Df	MS	F	P	
Regression	52.823	1	52.823	3.246	.003 ^b	

Residual	5012.726	198	16.275		
Total	5065.548	199			
	Unstandardized Coefficient		standardized Coefficient		
Model	B	Std. Error	Beta	t-Ratio	P
(Constant)	27.190	1.914		14.208	.000
SRS	.094	.052	.102	1.802	.003

Source: Actual Field Work (2023)

Table 5 revealed that human resource recruitment and selection policy had significant influence on employees' attitude to work; this was because the F-value of 3.246 at a P-value of 0.003 was less than the alpha level of 0.05. Thus, the null hypothesis which states that human resource recruitment and selection policy has no significant influence on employees' attitude was rejected.

Furthermore, the unstandardized coefficient (B) value of predicting employee's attitude was 0.094. The standardized coefficient Beta value [$\beta = .102$; $P > 0.05$] indicates that human resource recruitment and selection policy significantly influence employees' attitude to work. Thus, human resource recruitment and selection policy significantly influence employees' attitude to work.

Hypothesis 2:

Ho2: Human resource staff training and development policy have no significant influence on employees' attitude.

Table 6: Linear Regression for Human Resource Staff Training and Development Policy and Employees' Attitude

Model Summary						
Model 1	R	R²	Adjusted R²	SEE		
	.127 ^a	.016	.013	4.023		
	SS	Df	MS	F	P	
Regression	81.186	1	81.186	5.017	.026 ^b	
Residual	4984.362	198	16.183			
Total	5065.548	199				
	Unstandardized Coefficient		standardized Coefficient			
Model	B	Std. Error	Beta	t-Ratio	P	
(Constant)	33.826	1.453		23.287	.000	
STD	.101	.045	.127	-2.240	.026	

Source: Actual Field Work (2023)

Table 6 revealed an F-calculated value of 5.017 and a p-value 0.026. Testing the hypothesis at an alpha level of 0.05, the p-value of 0.026 was less than the alpha level of 0.05. Hence, the null hypothesis which states that human resource staff training and development policy have no significant influence on employees' attitude was rejected. Consequently, human resource staff training and development policy had significant influence on employees' attitude.

Furthermore, the unstandardized coefficient (B-value) of 0.101 showed that human resource staff training and development policy was good at influencing employees' attitude;

the standardized coefficient value [$\beta = 0.127$; $P < 0.05$] indicates that human resource staff training and development policy was significant in influencing employees' attitude.

DISCUSSION

This study was carried out with the view to assessing the relationship between HR policies and employees' attitude to work in FUPRE, Effurun, Delta State of Nigeria. From Table 5, it was shown that human resource recruitment and selection policy had significant influence on employees' attitude (F-value = 3.246; P-value = 0.003). This implies that human resource recruitment and selection policy had significant influence on employees' attitude and this finding is in line with the results of Mokaya et al. (2013) and Olatinji & Ugoji (2013) who found in their various studies that there was significant and positive relationship between recruitment sources and employees' attitude to work and that the recruitment procedures used in an organization influences personnel behaviour and attitude to work.

In Table 6, it was revealed that human resource staff training and development policy had significant influence on employees' attitude to work. (F-value = 5.017; P-value = 0.026). This finding portrays the need and importance of staff and training and development. This finding is in line with Mincer (2018), Asyhari (2018), Glen (2017) and Omoikhudu (2017) who noted the impact of staff training and development on attitude of employees' to work.

CONCLUSION AND RECOMMENDATIONS

The following conclusions were drawn based on the findings from testing of the hypotheses. From the analysis of data, it was found out that human resource recruitment and selection policy was significant at influencing employees' attitude and that human resource staff training and development policy was significant at influencing employees' attitude to work. Overall, it was concluded that HR policies (particularly staff training and development and recruitment and selection) had significant influence on employees' attitude.

Recommendations

Based on the findings of the study, the following recommendations were given:

- (1) That management of public institutions of higher learning should sustain and improve on their recruitment and selection policy in order to enhance employees' attitude to work.
- (2) There is the need for management of public institutions of higher learning to embrace diverse type of human resource policies that will improve employees' attitude to work.
- (3) In order to improve the attitude of employees in public institutions of higher learning, it is suggested that management should use human resource policies as well as motivational incentives that will improve the attitude of employees to work if they are to get the best from their employees.

Contributions to Knowledge

This study contributes to knowledge by using the Action Learning Theory in explaining how HR policies can be used to positively enhance the attitude of employees in the workplace. Also, the study contributes to knowledge by filling the lacuna in HRM literature on HR policies employees' attitude as it concerns public institution of higher learning in Nigeria. Finally, the study contributes to knowledge by establishing that staff recruitment and selection and training and development significantly and positively affect employees' attitude to work in Nigerian public institution of higher learning.

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