

Article

Examining the role of human resource management in enhancing the performance of employees at Eastern Technical University of Sierra Leone

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Abstract

This study utilizes qualitative research technique to investigate the impact of human resource management in enhancing the performance of several players in the human resource sector at the Eastern Technical University of Sierra Leone including Lecturers, Registry staff, finance unit staff, and HRM officers. A total of 25 participants were selected including 5 registry staff, 8 Human Resource Management staff, 6 Finance unit staff, and 6 Lecturers. All sourced from different areas within the Eastern Technical University of Sierra Leone. The results indicated that, effective human resource management practices positively impact employee's performance influencing productivity and retention through strategic recruitment, training, and development. The study also found that, human resource management plays a crucial role in designing, maintaining, administering an organization performance management policy system. It devises methods to measure the performance of employees. The study recommends various ways to enhance the performance of employees at the Eastern Technical University of Sierra Leone including, effective implementation of HRM practices which will enable the organization to take advantage of the potential strengths of employees to sustain competitive advantages. There should be efficient management of performance appraisal system which will lead to employee's productivity and job performance. Ensuring the provision of equitable rewards to employees so that, they feel valued and the reward matches with their skills and abilities in the organization. This idea seeks to establish a more favorable environment for employees to enhance their productivity and job performance at the Eastern Technical University of Sierra Leone.

Article History

Received 16.01.2025

Accepted 24.04.2025

Keywords

Human resource;
performance;
productivity; employees;
participants

Introduction

This study examines the role of human resource management in enhancing the performance of employees at the Eastern Technical University of Sierra Leone. Due to globalization and intense competition, organizations are compelled to enhance their performance in an effective and efficient manner. The Human resource management of Eastern Technical University of Sierra Leone occupies a pivotal position in achieving these objectives. Organizational efficiency can be achieved through the capacity to utilize existing resources in an optimal manner to generate outputs at a reduced cost. Human resource management plays a key role in

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fostering this efficiency through the implementation of effective recruitment strategies and the provision of pertinent training and the establishment of incentive systems that enhance or motivate employees. As Mashudi et al. (2024) notes, operational efficiency can be achieved through effective employee management which encompasses the identification of workers recruitment. Chinenye et al. (2024) opined that, human resource practices contribute to the streamlining of workers processes and the management of more efficient workforce. The effectiveness of employees in achieving organization goals depend on the capacity of human resource management to manage and develop employee potentials.

Theoretical Framework

The study employs the contingency and resource-based view theory or perspective to examine directly the link between the strategies adopted by the organization and the human resource management practices (Areand & Al, 2004). This shows that, the organizations and employees performance is enhanced by the adoption of human resource management practices which are consistent with the type of strategies adopted by the organization. Human resource management helps employees to get involved in their work and consider the search for quality and the customer satisfaction as their primary goals. This theory also emphasizes that, there is no one-size-fits all best practice and the effectiveness of human resource management practices depends on the specific context and organizational strategy while the resource-based view focuses on how unique resources including human capital utilization influences organizational outcomes. Contingency and resource-based view theory aim to provide clear understanding of how human resource management practices influence employees and organizational outcomes.

Review of Related Literature

This review examines the current literature on the role of human resource management in enhancing the performance of employees at the Eastern Technical University of Sierra Leone. Furthermore, it examines the impact of employee performance on organizational outcomes by different scholars, academics, journals and text books. This study covers:

Role of Human Resource Management in Enhancing Employees' Performance

Human resource management plays a crucial role in improving employee performance through strategic practices like recruitment, training, performance appraisals and fostering a positive work environment ultimately leading to higher productivity and organizational success. According to Hasibuan, human resource management is the science and art of managing the relationships and duties of the workforce so that, they are successful and efficient in achieving the goals of the organization, the employees and society (Adillah, 2022)

Human resource development is a fundamental necessity for the organization to meet the requirements of current activities and more importantly to meet future problems. Even a robust orientation program does not guarantee that, personnel can performance their job properly as demonstrated by numerous real-world examples. Employees who are currently proficient will require additional information, skills and abilities because there are always more efficient ways to boost work output (Pirosea et al, 2021). If an employee is assigned to a new job in a new environment, his or her incorrect or poor work habits must be rectified. Human resources are crucial to organizations success since it has a vision and mission

to attain common goals, but reaching those goals requires good and proper management (Ellitan, 2020). In order for an organizations policies and practices to achieve the desired results, management must effectively manage the many facets of human resources including but not limited to job analysis, job planning, introduction, evaluation, communication, counseling and driving work ensuring workplace safety and resolving complaints and employee relations (Agarwal, 2021).

Human resource management is thus crucial to organization and must be given due consideration in order to realize the organizations objectives. Workers habits and outputs will change if human resource is handled well (Stahl et al 2020). The achievement of organizational performance is the total or aggressiveness of the performance of all divisions within the organization, whereas the achievement of divisional performance is the performance aggression of all the individuals comprising it (de Waal et al., 2020). Organizational performance is contingent upon the caliber of its human resources. Organizations success and efficacy are attributable to its excellent performance and high caliber human resources (Anwar & Abdullah, 2021). Human resource management manages the key to achieving an organizations competitive advantage.

Impact of Employees' Performance on Organizational Outcomes

Employees are one of the most important assets of an organization as they contribute to its growth and success (Danish & Usman, 2010). Malik et al (2010) concluded that in the era featured by rapid and continuous change knowledge capital must be retained in order for organizations to be productive and responsive to the needs of their stakeholders. Likewise universities as training and research institutions need to attract, retain and develop their employees.

Universities need employees who are well trained and motivated so that, they are committed to their work of conducting research and training for the development of the nation (Lew, 2009). Research shows that, effective application of some human resources management practices enable University employees to be committed to their work for good performance of their Universities (Chen et al., 2009). Realizing the importance of promoting university performance, many Universities are embarking into strategizing its human resource management practices. Previous studies have found that, human resource management practices have an impact on employee performance and competitive advantage of an organization (Guest, 2002).

If employees have negative perception, organizational performance will be low. Ekatenni (2010) reaffirmed the findings of Wright et al that, the nature of organization"s human capital and the way it is managed can have an impact on employees and the organization performance. Similarly, Huslid 2014 established that, the effectiveness of employees largely depend on the impact of human resource management practices on employees behaviours. Meanwhile, Delancy & Huslid (2014) identified recruitment and selection, training and development, participation, and reward as human resource practices.

Lee and Lee (2007) identified training and development, team work, performance appraisal, compensation, human resource planning and employment. Security helps improve employees performance including increased employee productivity, product quality and organizational flexibility.

Research Methodology

This study employed a qualitative research methodology to examine the role of human resource management in enhancing the performance of employees at the Eastern Technical University of Sierra Leone. The objective was to get a thorough understanding of the impact of human resource on the growth operation and performance of employees at the Eastern Technical University of Sierra Leone.

Sampling

A purposeful sample method was utilized to guarantee the selection of participants directly engage in human resource activities at the Eastern Technical University. The research focused on four primary groups: Registry staff, Finance unit staff, Lecturers, and human resource unit staff. A total of 25 participants were selected: 5 registry staff, 8 human resource unit staff, 6 finance unit staff and 6 lecturers. The participants were chosen from several areas within the Eastern Technical University to ensure a representative sample from various stages of the human resource management unit.

Data Collection

Data were collected using semi-structured interviews, facilitating a comprehensive examination of the participant's experiences and perspectives on the role of human resource management in enhancing the performance of employees. The interviews had open-ended questions addressing many themes including the impact of employees' performance on organizational growth, and the incentives use by human resource unit to enhance employee performance. Participants were queried regarding the difficulties encountered in adhering to human resource principles and their views on human resource incentives in motivating employees in the work place. Interviews were conducted face-to-face and audio-recorded with permission.

Data Analysis

The data collected were transcribed verbatim and subjected to thematic analysis. The thematic analysis facilitated the identification of prevalent patterns, repeating themes and distinctions among the different groups. The transcripts were analyzed to identify major themes concerning training and development, team work, performance appraisal, human resource planning and employment. The investigation facilitated conclusions regarding the role of human resource management in improving employee's performance and organizational outcomes in the Eastern Technical University of Sierra Leone.

Discussion of the Findings

This study examines the current role of human resource management and the impact of employees performance on the outcomes of Eastern Technical University of Sierra Leone. Employees are the greatest assets of an organization as they contribute to its growth and success (Danish & Usman, 2010). Effective human resource management practices significantly impact employee performance positively influencing productivity, engagement, and retention through strategic recruitment, training and development. Realizing the importance of promoting University performance, Eastern Technical University has embark on strategizing its human resource management practices.

Human resource management practices have an impacts on employees performance and competitive advantage of an organization (Guest, 2002). Ekaterini (2010) reaffirmed the findings of Wright et al that, the nature of organization"s human capital and the way it is managed can have an impact on employees and the organization. Similarly, Huselid (2014) that, the effectiveness of employees largely depend on the impact of human resource management practices on employees behaviors. Lee and Lee (2007) identified training and development, team work, performance appraisal, compensation, human resource planning and employment as some following variables that assist in improving the performance and productivity of employees. The findings of the conversation are shown by the following.

Role of Human Resource Management in Enhancing Employee Performance

Human resource management plays a crucial role in aligning an organizations workforce with its strategic goals encompassing functions like recruitment, training, compensation and employee relations all aimed at fostering productivity and organizational success. Talent acquisition is very important to Human resource management because the organization needs the right caliber of people to perform tasks and get the work done. To realize the efficiency and productivity of employees, human resource management provides the necessary training to develop the skills and knowledge of the work force. Training is a key component in employee motivation.

Employees who feel they are developing their skills tend to be happier in their jobs which results in an increase of employee performance, productivity and retention. Human resource has the responsibility of designing, maintaining, and administering an organizations performance management policies and systems. Human resource management devise systems to measure the performance of employees with precision and use the information to assist the employees and the organization. Ekaterini (2010) reaffirmed the findings of Wright et al that, the nature of organizations human capital and the way it is managed can have an influence on employees and organizational performance. Similarly, (Huselid, 2014) established that, the effectiveness of employees largely depend on the influence of human resource management practices on employees behaviors.

Impact of Employee Performance on Organizational Outcomes

Effective human resource management practices significantly impact employee performance positively influencing productivity, engagement and retention through strategic recruitment, training and development. Employees as important assets to the organization contribute to its growth and success (Danish & Usman, 2010). Rapid and continuous change knowledge capital must be retained in order for the organization to be productive and responsive to the needs of their stakeholders. To ensure productivity and efficiency of employees, Eastern Technical University needs training and research to attract, retain, and develop their employees. The University needs employees who are well trained and motivated so that, they are committed to their work of conducting research and training for the development of their nation (Lew 2009).

Research shows that, effective application of some human resources management practices enable University employees to be committed to their work for good performance of the University (Chen et al., 2009). To ensure effective University performance, there should be good strategies towards human resource management practices.

Conclusion

This study investigates the impact of human resource management in enhancing the performance of employees. Human resource management is faced with considerable challenges including lack of training and incentives for employees, unfair human resource practices resulting in substantial employee unproductivity (Danish & Usman, 2010) opined that, effective human resource management practices significantly impact employee performance positively influencing productivity, engagement, and retention through strategic recruitment, training and development. Lee and Lee (2007) identified training and development, team work, performance appraisal, compensation, human resource planning and employment as some following variables that assist in improving the performance and productivity of employees.

The analyses revealed that, there is a positive and negative relationship between human resource management and the performance of employees at the Eastern Technical University of Sierra Leone. The effective human resource management practices significantly impacts employees performance positively influencing productivity, performance appraisal, training, compensation, recruitment, and the development of employees. The study advocates for the government to ensure that, appropriate policy recruitment are adhere to and human resource management always embark on regular training and development of their employees in order to improve on their effectiveness and productivity in the work place.

Recommendations

Qureshi et al. (2010) categories human resource management practices into selection system, training, job definition, performance appraisal system, compensation system, career planning system and employee participation. Effective implementation of HRM practices and systems will enable organizations to take advantage of the potential strength of employees to sustain competitive advantages (Jackson & Schuler 2000). The study recommended training and development that should be provided by the human resource management of the organization on a regular basis. This will give new and present employees the skills and knowledge behaviors and other abilities they need to performance their jobs effectively and efficiently (DeNisi & Griffin, 2001). Training modifies individual attitude and skills and contribute to the development of positive dispositions toward growth and change. Furthermore, performance appraisal process of determining the performance of employees on the job must be fairly communicated in order to ideally establish a plan of improvement (Byars & Rue, 2004).

Performance appraisal outline the measures that are to be undertaken to improve performance of employees on the job combined with an outline of measures to be taken for improvement and counter-signed by both the employees and employer. Effective and efficient management of performance appraisal system can lead to employee productivity and job performance. In addition, participation is the mechanism of work dialogue among workers which gives them the opportunity to exchange information and ideas (Adel Mohammad, 2010). This arrangement will help employees with the opportunity to influence management decisions and contribute to the improvement of organizational performance. Participation will allow employees to play a greater role in the decision-making process and would lead to organization performance effectiveness (Antonio et al., 2000). Finally, appropriate and equitable rewards need to be provided to the employees so that, they feel valued and the reward matches with their skills, abilities, and contribution to the organization. Mayson and

Barret (2006) found that, an organization's abilities to attract, motivate and retain employees by offering competitive salaries and appropriate rewards is linked to organization performance and growth.

Declarations

Competing interests: The author(s) declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

Publisher's note: Advanced Research Journal remains neutral with regard to jurisdictional claims in published maps and institutional affiliations.

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