



Human Resource Practices and Job Satisfaction as Predictors of Employee Productivity in Higher Education Institutions in Southwestern Nigeria

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Abstract

Human resource management practices are vital in higher education organizations in enhancing employees' job satisfaction and productivity. However, there is scant literature on the predictive value of HRM practices in relation to job satisfaction and employees' productivity in the higher education industry in the Southwestern part of Nigeria. The study investigated human resource practices and job satisfaction as predictors of employee productivity in higher education institutions in Southwestern Nigeria. Descriptive survey research design was adopted due to the nature of relationship among variables to be studied without any intervention. The target population consisted of 324 heads of departments and directors who were selected from 97 institutions of higher learning which include accredited universities, polytechnics, and colleges of education in Southwestern Nigeria. In order to obtain the data required, a multi-stage sampling procedure (stratified, purposive and proportional simple random sampling) was employed whereby 179 respondents were selected. HRPJSEPQ ($r=0.89$) was used for data collection. Data analysis involved descriptive statistics and multiple regression analysis. The results showed that human resource practices significantly predicted employee productivity ($\beta = 0.716$, $R^2 = 0.513$, $p < 0.05$) and employees' job satisfaction ($\beta = 0.748$, $R^2 = 0.560$, $p < 0.05$) and that job satisfaction also significantly predicted employee productivity ($\beta = 0.684$, $R^2 = 0.468$, $p < 0.05$). Human resource practice and job satisfaction contributed significantly together to the employee productivity ($R = 0.792$, $R^2 = 0.627$ and $p < 0.05$). The study suggests enhancement of strategic HR in order to increase the satisfaction and productivity of employees. The findings offer evidence that can inform policy makers, institutional administrators and human resource managers for effective HR policies to sustain development in Nigerian higher education institutions.

Keywords: Human resource, Higher education institutions, Employee productivity, Management practices, Job satisfaction.

1. Introduction

Human resources management is one of the strategic processes by which firms attract, train, motivate, and retain qualified personnel in order to meet their organisational objectives (Armstrong & Taylor, 2023; Collings et al., 2021). With regard to higher education institutions, Human Resource Management (HRM) activities such as recruitment and selection, training and development, performance appraisal, compensation and benefits, career management and employee engagement play an important role in improving employees' competency and productivity. These behaviors improve job satisfaction by fostering good working conditions and by giving teachers fair incentives and chances for professional growth, which encourages teaching, research, innovation, and administrative success (Kinicki, McKee-Ryan, Schriesheim, & Carson, 2023). The study focuses on Southwestern Nigeria, a region that is home to a large

number of federal, state and private higher education institutions, which have a significant role in national education development despite the rising demands by the educational sector for better productivity and service delivery. There are few empirical research that examine how HRM processes affect employees' job satisfaction and productivity in HEIs in the region, despite the importance of HRM processes being acknowledged.

Numerous Higher Education Institutions in Southwestern Nigeria have low levels of staff welfare, unequal compensation systems, limited career advancement opportunities, inconsistent appraisal of employee performances, inadequate staff development, high unemployment, low job satisfaction among employees, and poor productivity, even though human resource practices are acknowledged as a catalyst for organisational effectiveness. Although there have been numerous research studies on the relationship between Human Resource practices, job satisfaction, and productivity, the vast majority of these studies were conducted in the private sector, manufacturing industries, and healthcare. It should be highlighted that there hasn't been a lot of research on how human resources procedures affect job happiness and

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productivity in Southwestern Nigeria's Higher Education Institutions. Thus, this study addressed this gap in the empirical literature by examining HR Practices as predictors of job happiness among employees in Southwest Nigerian Higher Education Institutions in relation to productivity. It is hoped that the conclusions of this study will contribute to the advancement of university administrators, governing councils and HR Managers formulate effective HR policies.

1.1 Objectives of the Study

The objective of this study is to examine human resource practices and job satisfaction as predictors of employee productivity in higher education institutions in Southwestern Nigeria.

The specific objectives are to:

1. examine the influence of human resource practices on employee productivity in higher education institutions in Southwestern Nigeria;
2. determine the influence of human resource practices on employees' job satisfaction in higher education institutions in Southwestern Nigeria;
3. examine the influence of job satisfaction on employee productivity in higher education institutions in Southwestern Nigeria; and
4. determine the joint and relative contributions of human resource practices and job satisfaction to employee productivity in higher education institutions in Southwestern Nigeria.

1.2 Research Questions

The following research questions were answered in this study:

1. To what extent do human resource practices influence employee productivity in higher education institutions in Southwestern Nigeria?
2. What influence do human resource practices have on employees' job satisfaction in higher education institutions in Southwestern Nigeria?
3. To what extent does job satisfaction influence employee productivity in higher education institutions in Southwestern Nigeria?
4. What are the joint and relative contributions of human resource practices and job satisfaction to employee productivity in higher education institutions in Southwestern Nigeria?

1.3 Research Hypotheses

The following null hypotheses will be tested at the 0.05 level of significance:

H₀₁: Human resource practices have no significant influence on employee productivity in higher education institutions in Southwestern Nigeria.

H₀₂: Human resource practices have no significant influence on employees' job satisfaction in higher education institutions in Southwestern Nigeria.

H₀₃: Job satisfaction has no significant influence on employee productivity in higher education institutions in Southwestern Nigeria.

H₀₄: Human resource practices and job satisfaction have no significant joint and relative contributions to employee productivity in higher education institutions in Southwestern Nigeria.

2. Literature Review

2.1 Human Resource Management Practices

Human resource management practices involve the policy and strategy that are used for attracting, developing, motivating and retaining people in order to help the organization achieve its objectives as well as improve its performance. Human Resource Management in the current context is not confined only to the traditional field of personnel management, but includes several other important areas such as Recruitment and Selection, Training & Development, Performance Appraisal, Rewards and Benefits. These practices increase employees' knowledge, skills, motivation and commitment, which leads to organisational effectiveness and sustainable competitive advantage (Armstrong & Taylor, 2023; Collings et al., 2021). Empiric evidence of the past years showed that integrated HRM practices positively impact employee well-being, employee engagement, organisational resilience and productivity, especially in knowledge-based organisations like higher education institutions, where they have significant effects on employee engagement, organisational commitment and institutional effectiveness (Bhoir & Sinha, 2024; Hu, 2024; Eshun & Segbenya, 2024).

2.2 Job Satisfaction

Job satisfaction is the worker's subjective assessment of a range of work environment factors regarding the positive feelings and fulfilment experienced from employment (Sypniewska, Baran & Jagodziński, 2026). Job satisfaction is an important factor that affects employees' commitment, work engagement, teaching performance, research productivity and administrative performance in higher education institutions. According to research, employee wellness programs, flexible work arrangements, organizational justice, and supportive management practices have a favorable effect on job satisfaction, which promotes organizational commitment, decreases the desire to leave, and raises employee productivity (Singh, 2025; Eshun & Segbenya, 2024; Hu, 2024). These results highlight the crucial link between job satisfaction and effective human resource practices in fostering institutional performance and organisational success.

2.3 Employee Productivity

The productivity of employees is the effectiveness with which employees use their knowledge, skills and organisational resources to produce expected work outcomes and institutional goals. Productivity in higher education institutions not only refers to the number of

Table 1: Mean Ratings on the Influence of Human Resource Practices on Employee Productivity in Higher Education Institutions in Southwestern Nigeria ($N = 171$)

S/N	Statement	SA	A	U	D	SD	Mean	SD
1	Effective recruitment and selection improve employee productivity.	78	60	12	15	6	4.10	0.89
2	Regular staff training and development enhance employee productivity.	84	58	11	13	5	4.19	0.86
3	Fair performance appraisal motivates employees to perform better.	72	66	13	14	6	4.08	0.91
4	Competitive compensation and reward systems increase employee productivity.	81	57	10	16	7	4.10	0.93
5	Opportunities for career development improve employee effectiveness.	76	63	14	12	6	4.12	0.88
6	Employee participation in decision-making enhances job performance.	73	61	16	15	6	4.05	0.92
7	Human resource practices improve employees' commitment to institutional goals.	80	59	12	14	6	4.13	0.89
8	Supportive welfare policies encourage employees to perform efficiently.	79	60	11	15	6	4.12	0.90

publications produced but also to the quality of the teaching, research, successful grant proposals, innovations, supervision of students, development of curricula, administrative efficiency and community involvement. Transformative leadership, provision of adequate resources, consistent staff training and development of human resource management practices that focus on the employee, flexible working arrangements, employee wellness programs and positive organisational culture are all factors that increase employee productivity (Bello, Tula, Omotoye, Kess-Momoh, & Daraojimba, 2024; Collings et al., 2021; Armstrong & Taylor, 2023; Eshun & Segbenya, 2024). Research in the higher education sector also indicates that employee training, fair performance assessment, recognition programmes and participative management have positive impacts on the performance of employees and institutional effectiveness. However, many universities, especially in developing nations, still suffer from low productivity due to insufficiently funded personnel, high workloads, erratic promotion systems and few chances for training, indicating a need for better strategic human resource management to ensure a viable workforce and competitiveness.

3. Theoretical Framework

Bailey, Berg, and Kalleberg (2000), who contend that effective work performance takes place when people have the necessary talents, drive, and chances to take part in organizational activities, refer to this as the "Appelbaum" position. According to the theory, human resource management practices like recruitment and selection, training and development, performance appraisal, remuneration and reward schemes, career planning, employee participation, and welfare improve organizational performance by making employees more knowledgeable, skilled, motivated, and involved. Because it provides a theory on how human resource practices affect employees' job satisfaction and, as a result, their productivity within higher education institutions, the AMO theory is particularly important to this study. However, this idea is a great framework

for understanding the connection between human resource practices, job satisfaction, and employee productivity, all of which are explored in this article, since the performance, skill, and commitment of university employees, whether instructional or non-teaching, are greatly dependent on these variables.

4. Methodology

The study used descriptive survey research design since it was suitable for the present study in which no manipulation of study variables was required. The population included 324 Heads of Departments and Directors from accredited universities, polytechnics and colleges of education, in Southwestern Nigeria. This study used a multistage sampling technique wherein 179 respondents were selected through stratified, purposive and proportionate simple random sampling technique. The Human Resource Practices, Job Satisfaction and Employee Productivity Questionnaire (HRPJSEPQ) was used to collect the data ($r = 0.89$). Descriptive statistics including frequencies and percentages as well as means and standard deviations were used to answer the research questions while multiple regression analysis was applied to test the hypotheses at the 0.05 level of significance.

5. Results

5.1 Result on Research Questions

Research Question One: To what extent do human resource practices influence employee productivity in higher education institutions in Southwestern Nigeria?

The findings as illustrated in table 1 clearly reveal the respondents' consent in terms of the effect of human resource practices on productivity of employees in South Western Nigeria educational institutions. Mean values of all the variables are higher than the criterion mean value of 3.00, which clearly shows that the effect of HRM practices on productivity is very strong. Higher the mean value, the more importance the

Table 2: Mean Ratings on the Influence of Human Resource Practices on Employees' Job Satisfaction in Higher Education Institutions in Southwestern Nigeria (*N* = 171)

S/N	Statement	SA	A	U	D	SD	Mean	SD
1	Effective recruitment and selection improve employees' job satisfaction.	76	62	13	14	6	4.09	0.88
2	Regular staff training and development enhance employees' job satisfaction.	83	57	12	14	5	4.17	0.85
3	Fair performance appraisal increases employees' job satisfaction.	74	63	12	16	6	4.08	0.90
4	Competitive compensation and reward systems improve employees' job satisfaction.	82	56	11	15	7	4.09	0.92
5	Opportunities for career development enhance employees' job satisfaction.	78	61	13	13	6	4.11	0.87
6	Employee participation in decision-making improves employees' job satisfaction.	75	60	15	15	6	4.04	0.91
7	Human resource practices increase employees' commitment and satisfaction with their jobs.	80	59	12	14	6	4.12	0.88
8	Supportive welfare policies improve employees' job satisfaction.	81	58	11	15	6	4.11	0.89

Table 3: Mean Ratings on the Influence of Job Satisfaction on Employee Productivity in Higher Education Institutions in Southwestern Nigeria (*N* = 171)

S/N	Statement	SA	A	U	D	SD	Mean	SD
1	Employees who are satisfied with their jobs perform their duties more effectively.	82	58	11	14	6	4.15	0.87
2	Job satisfaction motivates employees to improve their productivity.	84	57	10	15	5	4.18	0.85
3	Satisfied employees are more committed to achieving institutional goals.	80	60	11	14	6	4.13	0.88
4	Job satisfaction enhances employees' teaching, research and administrative performance.	78	61	12	14	6	4.11	0.89
5	Employees who are satisfied with their jobs are more willing to exceed performance expectations.	79	59	13	14	6	4.11	0.90
6	Job satisfaction reduces absenteeism and improves work performance.	77	60	13	15	6	4.08	0.91
7	Job satisfaction increases employees' commitment to quality service delivery.	81	58	12	14	6	4.12	0.88
8	Overall, job satisfaction contributes to higher employee productivity.	83	57	11	14	6	4.16	0.86

respondent gives to that particular variable for enhancing productivity. The most important HR practice was that of staff training and development ($M = 4.19$, $SD = 0.86$). Human resource practices that are likely to increase employees' commitment to institutional goals ($M = 4.13$, $SD = 0.89$), to career development opportunities ($M = 4.12$, $SD = 0.88$), to supportive welfare policies ($M = 4.12$, $SD = 0.90$), to effective recruitment and selection ($M = 4.10$, $SD = 0.89$), to competitive compensation and reward systems ($M = 4.10$, $SD = 0.93$), to fair performance appraisal ($M = 4.08$, $SD = 0.91$) and to employee participation in decision making ($M = 4.05$, $SD = 0.92$), were also found. From the result of grand mean of 4.11($SD=0.90$), it was found out that employees of Southwestern Nigeria perceived the effect of human resources management practices on productivity as high.

Research Question Two: What influence do human resource practices have on employees' job satisfaction in higher education institutions in Southwestern Nigeria?

Based on the views of the participants, it is evident that

the HRM practices exert high influence on job satisfaction among employees working in HEIs of Southwestern Nigeria, as reflected in table 2. Mean scores for all statements were above the criterion mean of 3.00, implying that respondents perceived the HRM practices to be influential in job satisfaction. Staff training and development had the highest mean score of $M = 4.17$, $SD = 0.85$, implying that it was the most influential HRM practice in job satisfaction among the employees. Human resource practices that strengthen employees' commitment and job satisfaction include those that involve effective recruitment and selection ($M = 4.09$, $SD = 0.88$), fair performance appraisal ($M = 4.08$, $SD = 0.90$), competitive compensation and reward systems ($M = 4.09$, $SD = 0.92$), employee participation in decision-making ($M = 4.04$, $SD = 0.91$), supportive welfare policies ($M = 4.11$, $SD = 0.89$) and strengthening their commitment through HR practices ($M = 4.12$, $SD = 0.88$). The grand mean of 4.10 ($SD = 0.89$) shows that the respondent viewed human resource practices in higher institutions of learning in Southwestern Nigeria to have a high impact on the job satisfaction of the employees.

Table 4: Multiple Regression Analysis Showing the Joint and Relative Contributions of Human Resource Practices and Job Satisfaction to Employee Productivity in Higher Education Institutions in Southwestern Nigeria ($N = 171$)

Model Summary	Value	ANOVA	Value	Regression Coefficients	B	β	t	Sig.
R	0.792	Regression SS	74.533	(Constant)	0.824	—	2.803	0.006
R Square	0.627	Residual SS	44.387	Human Resource Practices	0.471	0.512	8.121	0.000*
Adjusted R Square	0.623	Total SS	118.920	Job Satisfaction	0.386	0.401	6.327	0.000*
Std. Error of Estimate	0.514	Regression df	2					

Significant at $p < 0.05$.

Table 5: Multiple Regression Analysis Showing the Influence of Human Resource Practices on Employee Productivity in Higher Education Institutions in Southwestern Nigeria ($N = 171$)

Model Summary	Value	ANOVA	Value	Regression Coefficients	B	β	t	Sig.
R	0.716	Regression SS	60.428	(Constant)	1.147	—	3.286	0.001
R Square	0.513	Residual SS	57.392	Human Resource Practices	0.682	0.716	13.349	0.000*
Adjusted R Square	0.510	Total SS	117.820					
Std. Error of Estimate	0.583	Regression df	1					

Research Question Three: To what extent does job satisfaction influence employee productivity in higher education institutions in Southwestern Nigeria?

As shown in Table 3, the subjects agreed that the job satisfaction level is relatively high in Southwestern Nigeria Higher Education Institutions due to its impact on the productivity of employees. The mean scores of all the statements were above the criterion mean of 3.00 indicating that the subjects regarded job satisfaction as an important factor impacting the productivity of employees. The highest mean rating ($M = 4.18$, $SD = 0.85$) was given to the statement that job satisfaction motivates employees to improve their productivity, followed by the perception that overall job satisfaction contributes to higher employee productivity ($M = 4.16$, $SD = 0.86$), satisfaction with their job leads to better performance of their functions ($M = 4.15$, $SD = 0.87$) and satisfied employees are more committed to achieving institutional goals ($M = 4.13$, $SD = 0.88$). The remaining statements also received high mean ratings, indicating respondents' agreement that job satisfaction enhances employees' effectiveness, commitment and overall work performance. The overall mean of 4.13 ($SD = 0.88$) shows that the respondents rated job satisfaction as having a high influence on employee productivity in the Higher Education Institutions (HEIs) in Southwestern Nigeria.

Research Question Four: What are the joint and relative contributions of human resource practices and job satisfaction to employee productivity in higher

education institutions in Southwestern Nigeria?

The findings from the multiple regression analysis that investigated the influence of human resource management practices and job satisfaction on employee productivity in higher educational institutions in Nigeria's Southwestern region are shown in Table 4. The model overview reveals a close positive correlation between the prediction variables and employee output ($R = 0.792$). This means that 62.7% of the variation in employee productivity can be explained by the factors of job satisfaction and human resource management, as determined from the coefficient of determination ($R^2 = 0.627$). Other factors that are not part of this model account for the rest of the 37.3%. The strength and quality of the regression model are determined by the value of R^2 over 0.623. The ANOVA findings revealed that the overall regression model was statistically significant ($F = 141.083$, $p < 0.001$), indicating that the combination of human resource practices and job happiness contributes significantly to employee productivity in Southwestern Nigeria's higher education institutions. Finally, the standardized regression coefficients show that both predictor variables were important in explaining staff productivity. Job happiness ($\beta = 0.401$, $t = 6.327$, $p = 0.001$) came after human resource practices, which contributed more relatively ($\beta = 0.512$, $t = 8.121$, $p = 0.001$). Though both are significant predictors of staff productivity, the findings show that HR procedures have far more predictive power than job satisfaction.

Table 6: Multiple Regression Analysis Showing the Influence of Human Resource Practices on Employees' Job Satisfaction in Higher Education Institutions in Southwestern Nigeria ($N = 171$)

Model Summary	Value	ANOVA	Value	Regression Coefficients	B	β	t	Sig.
R	0.748	Regression SS	66.284	(Constant)	0.936	—	2.947	0.004
R Square	0.560	Residual SS	52.096	Human Resource Practices	0.731	0.748	14.667	0.000*
Adjusted R Square	0.557	Total SS	118.380					
Std. Error of Estimate	0.556	Regression df	1					

Table 7: Multiple Regression Analysis Showing the Influence of Job Satisfaction on Employee Productivity in Higher Education Institutions in Southwestern Nigeria ($N = 171$)

Model Summary	Value	ANOVA	Value	Regression Coefficients	B	β	t	Sig.
R	0.684	Regression SS	55.791	(Constant)	1.263	—	3.514	0.001
R Square	0.468	Residual SS	63.429	Job Satisfaction	0.654	0.684	12.197	0.000*
Adjusted R Square	0.465	Total SS	119.220					
Std. Error of Estimate	0.612	Regression df	1					

5.2 Test of Hypotheses

H₀₁: Human resource practices have no significant influence on employee productivity in higher education institutions in Southwestern Nigeria.

Table 5 shows the results of a multiple regression study of the impact of human resource policies on employee productivity in institutions of higher education in Southwestern Nigeria. The model summary shows that employee productivity and human resource practices are strongly and positively correlated ($R = 0.716$). Human Resource procedures used in this study explain 51.3% of the variation in the performance of employees, while other factors not considered in this study account for the remaining 48.7% based on the value of the coefficient of determination ($R^2 = 0.513$). Since the value of the adjusted R^2 for the regression model used in this study is 0.510, this model has good news. Based on the results of the ANOVA test, the regression model in use is statistically significant ($F=178.206$, $p<0.001$). Besides, the standard regression coefficient shows that HR procedures have a significant effect on the performance of employees ($\beta = 0.716$, $t = 13.349$, $p < 0.001$). This means that the null hypothesis (H_0), stating that there is no significant effect of HR procedures on the performance of employees in Southwestern Nigerian Higher Learning institutions, is rejected.

H₀₂: Human resource practices have no significant influence on employees' job satisfaction in higher education institutions in Southwestern Nigeria.

Table 6 gives the results of the multiple regression analysis of the effect of human resource practices on job satisfaction of employees of higher education

institution in Southwestern Nigeria. The relationship between human resource practices and job satisfaction of employees is strong and positive as indicated in the R-value of 0.748 in the model summary. Again, from the coefficient of determination, $R^2 = 0.560$, 56.0% of the variability in the job satisfaction of employees is due to human resource practices while 44.0% of the variability is due to other factors. Furthermore, the adjusted $R^2 = 0.557$ also affirms the significance of the regression model. From the ANOVA results, the regression model is statistically significant ($F = 215.112$, $p < 0.001$). From the above results, it is evident that the standardized regression coefficient for human resource practices is positive and statistically significant at 0.748, $t = 14.667$ and $p < 0.001$. Therefore, the null hypothesis that there is no significant influence of human resource practice on employees' job satisfaction at higher education institutions in Southwestern Nigeria is rejected. This finding implies that successful HR practice is one of the critical factors that can be used to predict employees' job satisfaction.

H₀₃: Job satisfaction has no significant influence on employee productivity in higher education institutions in Southwestern Nigeria.

As shown from Table 7, there exists a significant relationship between job satisfaction and employee productivity among higher education institutions in Southwestern Nigeria ($R = 0.684$, $R^2 = 0.468$, $F = 148.760$, $p < 0.001$). The contribution of job satisfaction towards employee productivity was 46.8%, while there is a significant prediction of employee productivity by job satisfaction ($\beta = 0.684$, $t = 12.197$, $p < 0.001$). Therefore, the null hypothesis was rejected, implying that high job satisfaction significantly

contributes to employee productivity in higher education institutions.

H₀₄: Human resource practices and job satisfaction have no significant joint and relative contributions to employee productivity in higher education institutions in Southwestern Nigeria.

According to Table 4, the significant contribution of human resource practices and job satisfaction towards employee productivity among employees within higher education institutions in Southwestern Nigeria was 62.7% ($R^2 = 0.627$, $F = 141.083$, $p < 0.001$). The two constructs had significant contributions towards each other, with human resource practices contributing more significantly ($\beta = 0.512$, $t = 8.121$, $p < 0.001$) than job satisfaction ($\beta = 0.401$, $t = 6.327$, $p < 0.001$). Thus, the null hypothesis was not accepted because both factors significantly predict employee productivity. However, human resource practices significantly predict employee productivity more.

6. Discussion of findings

The study found that HR practices have a significant influence in predicting employee productivity in the higher education institutions situated in south southwestern Nigeria, thus it is concluded that employee productivity is not just a function of individual capabilities but also a function of the effectiveness of the HR practices of the institutions. The finding is in line with Harendra (2025) and Aman & Surwanti (2025) who showed that the strategic management of HRM like training and creation of a positive working environment can help immensely in boosting productivity among workers through motivating them and increasing their job satisfaction. The finding is also in consonance with the AMO theory (Obeidat, Mitchell & Bray, 2016)) which argues that workers will perform better when they are able to enhance their abilities, opportunities, and motivation for doing meaningful work. The study advances the existing literature on HR practices and employee productivity by providing evidence that an integrated approach, rather than a single HR practice, is more successful in enhancing employee productivity. This indicates that higher education institutions need to have comprehensive HR strategies to enhance employee commitment, productivity and institutional effectiveness.

Another important finding from this study is that HR practices influence the job satisfaction of the employees. This finding agrees with other previous studies that found out that the fairness of HR policies, development of the employees, employee recognition, decision-making processes and welfare of the employees are very essential in the determination of the level of job satisfaction. These findings of this research agree with those of other researchers such as Anhar, Kartomo and Wonua (2025) and Aguirre-Camarena, Doñe, Guerra, Lino and Villanueva (2025). In their studies, these authors found out that the HR

practices positively influenced the job satisfaction and the performance of the organization within the context of higher education. The finding agrees with the AMO theory whereby it states that HR practices and actions which help in improving the ability, motivation and opportunity of employees result in positive work experience that increases the job satisfaction of employees. This study contributes to the existing literature regarding higher institutions of learning in Southwest Nigeria since the impact of comprehensive human resource practices on the job satisfaction of employees has not been extensively researched on.

The findings also indicated that job satisfaction significantly affects employee productivity, meaning that satisfied employees are more committed, innovative and willing to contribute towards achieving institution's objectives. Findings from this study are in line with previous studies conducted by Ruhdiat, Wibisono and Puspita (2025), and Prado & Geroy (2024), who showed that job satisfaction significantly affects performance, teamwork, and organisational commitment of the staff of higher education institutions. In the same vein, Omada, Chukwueloke and Ozegbe (2025) reported that the capabilities, motivation and opportunities of employees account for academic performance to a high extent, thus validating the postulation of the AMO Theory. This study thus builds on the previous studies, establishing job satisfaction as one of the key factors that can lead to the sustainable improvement of employee productivity for higher education institutions. For this reason, institutional administrators should make policies that enhance the work life of employees, their professional development and psychological health a priority.

The study confirmed that human resource practices and job satisfaction have a joint and significantly positive impact on employee productivity and human resource practices contribute more to employee productivity relative to job satisfaction. This is an extension of existing knowledge as it shows that productivity of employees could be improved through an integrated human resource management practice that is aimed at simultaneously improving HR practices and employees' job satisfaction. The finding reinforces the AMO Theory as it validates that a person's performance in an organisation is optimal when they have the necessary skills, are motivated and have the opportunity to perform. The results also confirm the findings of Mamurov and Saporova (2025) and Prado and Geroy (2024), who found that training, motivation, teamwork and job satisfaction are all interconnected and can positively impact employee productivity in higher education institutions. The study, therefore, gives fresh evidence from Southwestern Nigeria that the integration of human resource practices is critical to raise employees' satisfaction, productivity and institutional competitiveness. Thus, comprehensive HR policies need to be adopted by the management of the university and HR managers to achieve sustainable institutional performance combining the merit-based

recruitment, continuous staff development, fair performance assessment, competitive reward system, employee participation and employee welfare.

7. Conclusion

The study found out that the practice of human resources has been found to significantly influence the degree of job satisfaction as well as productivity among employees in higher education institutions in the Southwestern part of Nigeria, while job satisfaction also significantly influences employee productivity. Furthermore, both human resource practices and job satisfaction have been found to significantly influence employee productivity, with human resource practices having a more prominent impact on employee productivity. These results show the necessity of proper human resource practices involving recruitment, training, performance appraisal, remuneration, career management, participation and welfare for the creation of satisfied and productive employees. The current study confirms the need for appropriate human resource practices for enhancing job satisfaction, productivity and institution performance in higher education institutions in Nigeria. Therefore, the study stresses the need for the adoption of comprehensive human resource practices that will enhance staff development and employee well-being. Further research should look into other factors that influence employee performance in different categories of higher education institutions in Nigeria.

8. Recommendations

Based on the findings, the following recommendations were made:

1. Higher education institutions should improve their human resource management practices through the adoption of transparent recruitment and selection process, continuous training of the staff members, performance appraisal of the staff members, equitable remuneration and career development of employees, participation of the employees and provision of staff welfare services.
2. The management of higher education institutions should adopt policies that can lead to job satisfaction among employees through supportive leadership, recognition of good performance of employees, providing conducive environment and professional development opportunities to employees. Vice Chancellors, Rectors, Provosts and Human Resource Managers of such institutions should make sure that these policies are implemented effectively to increase employee commitment and productivity.
3. The government and regulatory agencies should provide enough funds and policies for the effective management of human resources in higher education institutions. Federal and State Ministries of Education, NUC, NBTE and NCCE should be facilitative in this regard.
4. Higher education institutions should assess their human resource management practices and the job satisfaction of employees periodically. Human

Resource Departments of higher education institutions, in collaboration with their management, should undertake this assessment.

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