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Employee Resourcing and Service Delivery among Non-Academic Staff of Public Universities in Southeast, Nigeria

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Abstract

This study investigates employee resourcing and service delivery among non-academic staff of public universities in South-East Nigeria. It highlights the critical role these staff members play in supporting academic functions and enhancing institutional effectiveness. The study employed a survey research design to investigate a large population. The area of this study consists of Nnamdi Azikiwe University, Awka, University of Nigeria, Nsukka, Alex Ekwueme Federaal University, Ndufe Alike, Ebonyi, Federal University of Technology, Owerri and Micheal Okpara University, Umudike, Umuahia. With a total population of 11,630 and sample size of 388 which was determined using Taro-Yamani formula, simple random sampling was used to ensure equal opportunity for each institution to be selected in the survey. The hypotheses formulated was tested using Pearson's Moment Correlation Coefficient Analysis. All analysis were undertaken using the statistical package for social science (SPSS) version 27.Findings revealed a strong correlation between quality hires and improved service delivery ($r = 0.923$, $p < 0.05$), and between retention rates and staff responsiveness ($r = 0.848$, $p < 0.05$). The study recommends the need for strategic employee resourcing initiatives, including enhanced training, better infrastructure, and improved union cooperation, to ensure effective service delivery and overall institutional performance.

Keywords

***Employee Resourcing, Service Delivery, Quality Hire,Retention Rate, Workers Responsiveness, Service Quality, South-East*.**

1.INTRODUCTION

The success and overall performance of any educational institution, whether public or private, hinges heavily on the effective utilization and management of its human resources (Olatunji&Ugoji, 2023). In the highly competitive landscape of the global education sector, universities are under immense pressure to not only attract the best talent but also ensure optimal productivity and service delivery from their employees. This is particularly crucial for the non-teaching staff, who play a vital role in supporting the core academic and research functions of the institution. Employees are the backbone of any educational institution, as they are responsible for executing the institution's mission and strategic objectives. In relation to the universities, the non-teaching staff, which includes administrative personnel, support staff, and auxiliary workers, play a crucial role in ensuring the smooth operation of the institution. These individuals are responsible for a wide range of tasks, such as student admission and registration, financial management, human resource administration, facilities management, and library and IT support, among others (Olatunji&Ugoji, 2023).

The effective management and utilization of non-teaching staff therefore can have a significant impact on the overall performance and competitiveness of a university. When they are equipped with the necessary skills, resources, and motivation, they are able to contribute significantly to enhancing the quality of student services, improving administrative efficiency, and supporting the core academic and research functions of the institution. Conversely, if non-teaching staff face challenges such as inadequate training, limited access to necessary tools and infrastructure, or low job satisfaction, these may hinder the institution's ability to deliver high-quality services and maintain a competitive edge in the education market (Majumber, 2022). Thus, the ability to recruit, develop, and retain skilled and motivated non-teaching staff is a key differentiator for universities, as it can enhance their overall efficiency, service delivery, and reputation(Abohmeh, 2023).However, despite the growing recognition of the importance of non-academic staff, there has been limited research on how employee resourcing directly influences service delivery in the context of public universities in Southeast Nigeria. This gap in the literature highlights the need for a detailed empirical investigation into the relationship between employee resourcing practices and service delivery among non-academic staff in these institutions.

Statement of the Problem

Poor employee resourcing strategies can significantly impact an organization's performance by increasing the likelihood of hiring the wrong staff(Katua, Mukulu&Gachunga, 2024). Employing the wrong person can have both financial and psychological implications for the organization. Financially, salaries and other

allowances paid to underperforming employees represent a waste of resources. Moreover, if such employees have to be terminated within the probation period, the organization must incur additional costs to undertake the recruitment process again. Psychologically, a poor resourcing decision can also have a detrimental effect on existing employees, as their responsibilities may be negatively affected (Katua, Mukulu&Gachunga, 2024; Zirra, Ogbu, &Ojo,2021).

In public universities in Nigeria, particularly in the South-East region, several challenges exist in the area of employee resourcing and service delivery among non-academic staff. Arguably, these challenges include inadequate training and retraining programs for non-academic staff, which are crucial for developing their skills, knowledge, and capacity, lack of infrastructural facilities and working materials, including inadequate Information, Communication, and Technology (ICT) resources, which may hinder their administrative functions and lack of cooperation among the unions representing non-academic staff, such as the Senior Staff Association of Nigerian Universities (SSANU), Non-Academic Staff Union of Universities (NASU), and National Association of Academic Technologists (NAAT) which affects the development and welfare of their members. Anecdotal evidence further adds that challenges hindering non-academic staff service delivery include staff incompetence, lack of accountability, unwillingness to offer adequate academic services to students' needs, inconsistencies in the application of the institution's code of conduct, and a lack of proper coordination among various university departments to deliver different educational services.

While much focus has been placed on the academic staff and the delivery of educational services, less attention has been given to the human resource practices concerning non-academic staff and their impact on the overall functioning of the university system. This gap in research and practice necessitates a comprehensive investigation into the relationship between employee resourcing and service delivery among non-academic staff in Southeast Nigeria's public universities. Therefore, this study aims to explore how employee resourcing practices, such as recruitment, training, and motivation, influence the quality and efficiency of service delivery by non-academic staff in public universities in Southeast Nigeria.

Objectives of the Study

The broad objective of the study is to determine the relationship between employee resourcing and service delivery among non-academic staff of public universities in South-East Nigeria. Specifically, the study intends to:

1. Determine the relationship between quality hire and service quality among non-academic staff of public universities in South-East, Nigeria.
2. Examine the extent of the relationship between retention rate and workers responsiveness among non-academic staff of public universities in South-East, Nigeria.

Research Hypotheses

The following hypotheses were formulated to guide the study:

$H0_1$: There is no significant relationship between quality hire and service quality among non-academic staff of public universities in South-East, Nigeria

$H0_2$: There is no significant relationship between retention rate and workers responsiveness among non-academic staff of public universities in South-East, Nigeria

2.LITERATURE REVIEW

In the words of Anya, Umoh, and Worlu (2020), employee resourcing, also known as Human Resource Management (HRM) or Workforce Planning, is a comprehensive and strategic approach to managing the workforce within an organization. It encompasses the various processes and practices that ensure an organization has the right people, with the right skills, in the right roles, at the right time, to achieve its business objectives effectively and efficiently. Employee resourcing aims to align the organization's human capital with its strategic goals and operational needs. This involves a multifaceted approach that includes workforce planning, recruitment and selection, onboarding, training and development, performance management, employee engagement, and succession planning, among other key elements (Ogunyomi&Ojikutu, 2024; Sule&Ugoji, 2023). Through workforce planning, organizations analyze their current and future workforce needs, taking into account factors such as anticipated business growth, retirement patterns, skills gaps, and changing market demands. This information is then used to develop strategies to ensure the organization has the necessary human resources to meet its objectives, whether through hiring, internal promotions, training, or other talent management initiatives (Katua, Mukulu&Gachunga, 2024).

Through recruitment and selection processes, organizations identify and attract qualified candidates who possess the knowledge, skills, and abilities required for specific roles (Yusuf, 2020). This may involve a range of activities, including job postings, employee referrals, campus recruitment, and the use of various assessment tools to evaluate and select the most suitable candidates (Ezeodili& Nebo, 2022; Zirra, Ogbu&Ojo, 2021).Deploying ongoing training and development aids organizations to continuously invest in the skills and knowledge of their workforce to ensure they remain competitive and adaptable in the face of changing business needs, technological advancements, and market trends. This may involve formal training programs, mentorship opportunities, job rotations, and access to professional development resources (Karemu, Gikera&Josee, 2024; Gberevbie, 2020). Additionally, succession planning enables an organization to identify and develop high-potential employees to fill critical leadership and specialized roles as they become vacant. This helps to ensure that the organization has a pipeline of talented and capable individuals ready to take on new responsibilities and maintain continuity in key positions (Alam, 2022).

Quality Hire

Quality Hire is a comprehensive and multifaceted concept that goes beyond just the technical skills and qualifications of a candidate. It encompasses a holistic assessment of an individual's fit, potential, and ability to positively contribute to the organization's long-term success. It is an individual who not only possesses the necessary knowledge, skills, and experience to excel in a specific role, but also aligns with the organization's culture, values, and strategic priorities. This alignment ensures that the new hire can seamlessly integrate into the work environment, collaborate effectively with their colleagues, and thrive in their position (Biea, Dinu, Bunica&Jerdea, 2024; Cania, 2021). Furthermore, John (2023) noted that the process of identifying a quality hire begins with a thorough understanding of the organization's long-term objectives, the specific requirements of the role, and the essential competencies needed to drive success. This knowledge then informs the recruitment and selection process, where a comprehensive assessment of the candidate's technical abilities, problem-solving skills, critical thinking, and adaptability is undertaken. Beyond the technical aspects, a quality hire must also demonstrate strong interpersonal skills, emotional intelligence, and a willingness to learn and grow. These attributes are crucial for effective teamwork, communication, and the ability to navigate the complexities of the organizational landscape. Equally important is the candidate's cultural fit, which encompasses their alignment with the organization's values, work ethic, and preferred communication and management styles. A quality hire understands and embraces the organization's unique culture, contributing to a positive and collaborative work environment (Abohmeh, 2023; Kemboi&Onyango, 2020).

Retention Rate

Retention Rate is a crucial metric that measures an organization's ability to retain its employees over a specific period of time.

It is a multifaceted and comprehensive concept that goes beyond simply tracking the number of employees who leave the organization, as it provides valuable insights into the underlying factors that influence an employee's decision to stay or depart (Gberevbie, 2020). At the heart of Retention Rate is the fundamental understanding that employee turnover can have significant implications for an organization's productivity, operational efficiency, and overall competitiveness. High employee turnover can lead to a loss of institutional knowledge, disruptions in team dynamics, increased recruitment and training costs, and a potential decline in customer satisfaction and service quality (Zirra, Ogbu&Ojo, 2021). The Retention Rate, serves as a key indicator of an organization's ability to create an engaging, supportive, and rewarding work environment that fosters a sense of belonging and loyalty among its employees. It reflects the organization's success in addressing the diverse needs, aspirations, and expectations of its workforce, ensuring that employees feel valued, motivated, and committed to the organization's long-term goals (Pilbeam&Corbridge, 2020).

By leveraging this metric and the insights it provides, organizations can develop targeted strategies to enhance employee engagement, job satisfaction, and long-term commitment, ultimately contributing to the organization's overall success and growth (Cania, 2021). Calculating the Retention Rate involves a straightforward process of dividing the number of employees who have remained with the organization over a specific period by the total number of employees at the beginning of that period. This simple metric provides a quantifiable measure of the organization's ability to retain its workforce, allowing for benchmarking against industry standards, historical trends, and competitors (Kavoo-Linge&Kiruri, 2023).By understanding and addressing the factors that impact employee retention, organizations can not only reduce the costs associated with turnover but also build a strong, resilient, and high-performing workforce that drives sustainable growth and competitive advantage (Sule&Ugoji, 2023).

Service Delivery

Service Delivery is a multifaceted and comprehensive concept that encompasses the entire process of providing value-added services to customers or clients. It is a strategic and holistic approach that encompasses the planning, design, implementation, and continuous improvement of the systems, processes, and resources required to deliver exceptional service experiences. By mastering the art and science of Service Delivery, organizations can differentiate themselves in the marketplace, build strong customer relationships, and position themselves as trusted partners and industry leaders, ultimately driving sustainable growth and profitability (Abohmeh, 2023). Service Delivery is the fundamental understanding that the quality of the service provided directly impacts the customer's perception of the organization, their level of satisfaction, and their likelihood of maintaining a long-term relationship. As such, organizations must adopt a customer-centric mindset that

places the needs, preferences, and expectations of the customer at the forefront of their service delivery efforts (Katua, Mukulu&Gachunga, 2024).

Service Quality

Service Quality is a multifaceted and comprehensive concept that encompasses the evaluation of the overall excellence and superiority of a service provided by an organization. It involves the assessment of various dimensions, including reliability, responsiveness, assurance, empathy, and tangible elements, to ensure that the service experience consistently meets or exceeds the customer's expectations (Olatunji&Ugoji, 2023). By prioritizing and continuously improving Service Quality, organizations can gain a competitive advantage, enhance customer loyalty, and drive long-term success. Organizations often employ various tools and frameworks to assess and monitor Service Quality, such as the SERVQUAL model, which compares customer expectations with their perceptions of the actual service received. This allows organizations to identify gaps between customer expectations and the delivered service, and then develop targeted strategies to address and close these gaps (Kavoo-Linge&Kiruri, 2023).Improving Service Quality is an ongoing and iterative process that requires a deep understanding of the customer's needs, preferences, and pain points. Organizations must continuously gather feedback, analyze data, and implement process improvements to enhance the overall service experience and meet the evolving demands of their customers (Ohaeri, and Chukwu, 2023).

Responsiveness

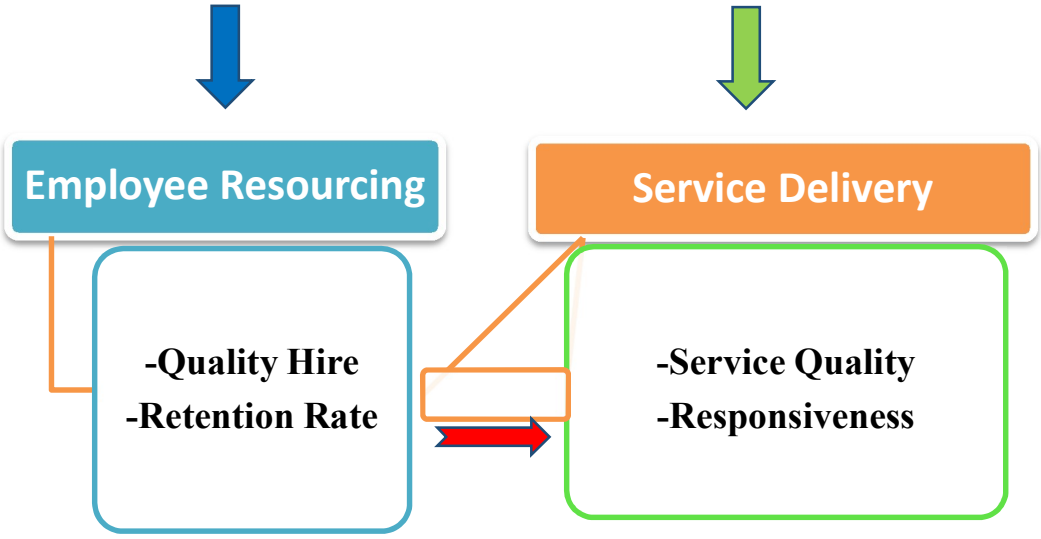
In a world where information and expectations flow rapidly, the ability to quickly acknowledge, comprehend, and address the requirements or challenges faced by others is increasingly vital for building strong relationships, maintaining competitive advantage, and fostering a positive reputation (Darmawan, Mardikaningsih, Sinambela, Arifin, and Issalillah, 2020).Responsiveness is a multifaceted and essential quality that encompasses the ability to promptly, effectively, and appropriately address the needs, concerns, or inquiries of others. It is a fundamental attribute that underpins successful interpersonal interactions, efficient service delivery, and the cultivation of trust and customer loyalty. By cultivating and maintaining a culture of Responsiveness, individuals and organizations can strengthen relationships, enhance productivity, and differentiate themselves in a competitive landscape, ultimately driving long-term success and sustainable growth (Katua, Mukulu, and Gachunga, 2024). Responsiveness manifests in various forms, ranging from the speed and clarity of communication to the adaptability and problem-solving capabilities of the individual or organization. It involves actively listening, demonstrating genuine concern, and taking appropriate action to meet the needs of the recipient, whether that be a customer, a colleague, or a stakeholder (Cania, 2021).

Cultivating Responsiveness requires a multifaceted approach that encompasses both individual and organizational strategies. At the individual level, it involves developing active listening skills, practicing

empathy, and honing the ability to prioritize tasks and respond promptly. At the organizational level, it may entail the implementation of clear communication protocols, the streamlining of internal processes, the adoption of collaborative technologies, and the provision of training and development opportunities to foster a culture of Responsiveness (John, 2023). Responsiveness is not a static attribute but rather a dynamic and evolving quality that must be continually nurtured and refined. As customer expectations, market conditions, and organizational priorities shift, the ability to adapt and respond effectively becomes increasingly critical. Successful individuals and organizations recognize the need for ongoing learning, adaptation, and a commitment to continuous improvement in their Responsiveness capabilities (Majumber, 2022; Alam, 2022).

Conceptual Framework

INDEPENDENT VARIABLE **DEPENDENT VARIABLE**



SOURCE: RESEARCHERS' CONCEPTUALIZATION.

Theoretical Framework

Resource Based View Theory (RBV)

The study is anchored on the Resource-Based View propounded by Barney in 1991.Resource-based theory explains the view that valuable, expensive to imitate organizational resources and capabilities provide the primary sources of sustainable advantage. In a practical demonstration, the resource-based view concentrates on minimizing the cost of resources, with a certain level of profit given. It is relevant to the present study as it enables an organization to exploit existing business opportunities by using the present resources while developing and generating a new set of resources to sustain its competitiveness in

the future market environments. There is always high uncertainty in the environment and for organizations to survive and stay ahead of competition, new resources become mandatory. Marketing planning process will provide the organization the needed opportunity to analyze the environment effectively and be able to prepare for any eventuality that may affect the plans and thence, negatively affect the organizational performance.

3. METHODOLOGY

The study employed a survey research design to investigate a large population. Population of the study was drawn from Nnamdi Azikiwe University, Awka, University of Nigeria, Nsukka, Alex Ekwueme Federaal University, Ndufu Alike Ikwo, Federal University of Technology, Owerri and Micheal Okpara University, Umudike, Umuahia; being one federal or public institution in every state making up the south eastern region of Nigeria. With a total population of 11,630, the sample size of 388 was determined using Taro-Yamani formula. Simple random sampling was used to ensure equal opportunity for each institution to be selected in the survey. The hypotheses formulated were tested using Pearson's Moment Correlation Coefficient tool, while all analyses were carried out using the statistical package for social science (SPSS). Version 27.

4. DATA PRESENTATION AND ANALYSIS

Out of the 388 distributed questionnaires, 363 were filled and retrieved. Thus, analyses were conducted using 363 respondents

Analysis of Data Related to Research Question

Research Question I

To what extent does quality hire Relate to service quality among Non-Academic Staff of Public Universities in South-East, Nigeria?

Quality Hire

S/N	Items	N	Mean	Remark
9	Hiring quality staff promote good service delivery	363	3.67	Accepted
10	Hiring quality employees can contribute to a positive service delivery	363	3.05	Accepted
11	Hiring the right employees is essential for maintaining and increasing productivity within the university service delivery	363	4.80	Accepted
12	The management hire well experienced employees	363	2.01	Rejected

Source: Field Survey, 2024

Service Quality

S/N	Items	N	Mean	Remark
13	Having Quality Service employees can bring fresh ideas and perspectives to university business, fostering innovation and growth	363	4.66	Accepted
14	Hiring the right employees can also reduce turnover costs.	363	3.09	Accepted
15	In today's competitive academic landscape, having quality	363	2.44	Rejected

	Service on your team can provide a significant advantage			
16	Quality of Service can increase morale of your university by bringing innovative ideas, passion, warmth and inspiring other employees.	363	3.59	Accepted

Source: Field Survey, 2024

From the table, all the items were addressing the first research question which is "To what extent does quality hire relate to service quality among Non-Academic Staff of Public Universities in South-East, Nigeria? From the data analysis, items 9, 10, 11, 13, 14, and 16 obtained a mean rating above the criterion mean of 3.0 and items 12 and 15 obtained a mean rating below the criterion mean of 3.0. The result of the analysis revealed that majority of the respondents agreed that quality Hire relates with Quality of Service among Non-Academic Staff of Public Universities in South-East, Nigeria

Research Question 2: How does retention rate relate with workers responsiveness among Non-Academic Staff of Public Universities in South-East, Nigeria?

Retention Rate

S/N	Items	N	Mean	Remark
17	Increased retention rate and job security in my University helps us to be more productive	363	4.60	Accepted
18	The more my University increases their retention rate, the more we put our best	363	3.41	Accepted
19	My University retention rate encourage us to be loyal to our job	363	3.09	Accepted
20	Assurance of my University retention rate promises makes us to perform our job well quality	363	4.20	Accepted

Source: Field Survey, 2024

Workers responsiveness

S/N	Items	N	Mean	Remark
21	Whenever I know that my job is secure I becomes very viable and responsible to my job	363	2.31	Rejected
22	I feel more responsive when I know that my University value my contributions and want to keep me	363	3.77	Accepted
23	How long I stay with my University strengthens my stability and satisfied workforce	363	2.46	Rejected
24	I am more responsible when I know that my job is secured and my University do not have any intention to fire me	363	3.51	Accepted

Source: Field Survey, 2024

In the table, all the items were addressing the second research question which is "How does retention rate relate with workers responsiveness among Non-Academic Staff of Public Universities in South-East, Nigeria?" From the data analysis, items 17, 18, 19, 20, 22, and 24 obtained a mean rating above the criterion mean of 3.0 and items 21 and 23 obtained a mean

rating below the criterion mean of 3.0. The result of the analysis showed that majority of the respondents supported that retention rate correlate with workers responsiveness among Non-Academic Staff of Public Universities in South-East, Nigeria

Hypotheses Testing

Decision Rule: Reject the null hypothesis and accept the alternate hypothesis if P-value < 0.5; if otherwise accept the null hypothesis.

Hypothesis One

Ho: There is no significant relationship between quality hire and service quality among Non-Academic Staff of Public Universities in South-East, Nigeria.

Ha: There is significant relationship between quality hire and service quality among Non-Academic Staff of Public Universities in South-East, Nigeria.

Table 1:Relationshipbetween Quality Hire and service quality among Non-Academic Staff of Public Universities in South-East, Nigeria.

Correlations

		Quality Hire	Service Quality
Quality Hire	Pearson correlation	1	.923**
	Sig. (2-tailed)		.026
	N	363	363
Service Quality	Pearson correlation	.923**	1
	Sig. (2-tailed)	.026	
	N	363	363

Source: SPSS version 27

Result Summary

Table 1 shows that there is a positive significant relationshipbetween quality hire and service quality among Non-Academic Staff of Public Universities in South-East, Nigeriawith r = 0.923 and p value of 0.026 ($p<0.05$). Therefore, we accept the alternate hypothesis and concluded that there is a positive significant correlation between quality hire and service quality among Non-Academic Staff of Public Universities in South-East, Nigeria.

Hypothesis Two

Ho: There is no significant correlation between retention rate and workers responsiveness among Non-Academic Staff of Public Universities in South-East, Nigeria.

Ha: There is significant correlation between retention rate and workers responsiveness among Non-Academic Staff of Public Universities in South-East, Nigeria.

Table 2: Relationship between retention rate and workers responsiveness among Non-Academic Staff of Public Universities in South-East, Nigeria.

Correlations

		Retention Rate	Workers Responsiveness
Retention Rate	Pearson correlation	1	.848**
	Sig. (2-tailed)		.042
	N	363	363
Workers Responsiveness	Pearson correlation	.848**	1
	Sig. (2-tailed)	.042	
	N	363	363

Source: SPSS version 27

Result Summary

Table 4.3.3 shows that there is significant relationship between retention rate and workersresponsiveness among Non-Academic Staff of Public Universities in South-East, Nigeria.with r = 0.848 and p value of 0.042 (p<0.5). Therefore, we accept the alternate hypothesis and concluded that there is a significant relationship between retention rate and workers responsiveness among Non-Academic Staff of Public Universities in South-East, Nigeria.

Discussion of Findings

1. Hypothesis one indicated that there was a significant correlation between quality hire and service quality among non-academic staff of public universities in South-East, Nigeria with r = 0.923 and p value of 0.026 (p<0.05). Therefore, the alternate hypothesis was accepted and the study concludes that there is significant relationship between quality hire and service quality among Non-Academic Staff of Public Universities in South-East, Nigeria.

2. Hypothesis two showed that there was a significant relationship between retention rate and workers responsiveness among Non-Academic Staff of Public Universities in South-East, Nigeria with r = 0.848 and p value of 0.042 (p<0.5). Therefore, the alternate hypothesis was accepted and the study concludes that there is significant positive relationship between retention rate and workers responsiveness among Non-Academic Staff of Public Universities in South-East, Nigeria.

5. CONCLUSION AND RECOMMENDATIONS

Summary of Findings

1. There is significant relationship between quality hire and service quality among Non-Academic Staff of Public Universities in South-East, Nigeria with r = 0.923 and p value of 0.026 (p<0.05). In other words, universities that are able to hire higher

quality non-academic staff tend to deliver higher quality services overall. This suggests that improving the hiring and recruitment processes for non-academic personnel is an effective way for these universities to enhance their overall service quality.

2. There is significant correlation betweenretention rate and workers responsiveness among Non-Academic Staff of Public Universities in South-East, Nigeria with r = 0.848 and p value of 0.042 ($p<0.5$). The implication is that improving staff retention strategies for non-academic personnel is an effective way for these universities to enhance the overall responsiveness and engagement of their support staff.

Conclusion

The quality and retention of non-teaching staff in public universities have a direct, positive impact on the responsiveness and overall quality of services delivered by these institutions. Effective employee resourcing strategies, including robust talent acquisition, development, and retention initiatives targeting non-teaching personnel, are identified as critical for enhancing service delivery performance. By prioritizing the optimization of human resource management practices for non-teaching staff, university administrators can unlock tangible improvements in their institutions' ability to meet the evolving needs of students, faculty, and the broader community.

Recommendations

1. Public universities in Nigeria should prioritize rigorous recruitment and hiring practices to build a high-performing non-teaching workforce. By implementing stringent testing and evaluation mechanisms, these institutions can identify and secure the employment of the most capable and qualified individuals to fulfill critical administrative and support roles.

2. Public universities in Nigeria should focus on retaining their non-teaching staff to foster a sense of belonging and commitment to the institution. By providing employees with career growth opportunities, competitive compensation, and a positive work environment, universities can improve staff retention rates.

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