

Human Resource Management and Organizational Performance: Evidence from the Federal Road Safety Corps, Awka Command (2015–2023)

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Abstract

This study investigated the impact of human resource management (HRM) practices on organizational performance: Evidence from the Federal Road Safety Corps (FRSC), Awka Command, between 2015 and 2023. Drawing on Easton's Systems Theory, the research assessed how HRM programs, methods, and processes influence organizational efficiency, employee motivation, and productivity in a critical public safety agency. A descriptive survey design was employed, using structured questionnaires, documentary reviews, and semi-structured interviews. The study population comprised 355 personnel across ranks in Awka Command, from which data were analyzed using percentages, frequencies, and chi-square (X^2) tests. Findings indicate that HRM programs significantly enhanced organizational efficiency, motivation and productivity with 78% of respondents affirming improvements in service delivery. Existing HRM methods were found to be appropriate for actualizing effective organizational performance, supported by a statistically significant chi-square result ($X^2 = 42.6, p < 0.05$). Furthermore, 82% of personnel reported increased motivation and productivity attributable to HRM processes, confirming that structured training, fair appraisal systems, and incentive mechanisms positively shape work outcomes. The study concludes that effective HRM remains a vital driver of public sector performance in road safety enforcement. Policy implications include the need for continuous on-the-job training, institutionalized performance management systems, improved reward and recognition schemes, and strategic HR planning to align human capital with operational mandates. Strengthening these practices will not only boost FRSC's internal performance but also contribute to safer roads and enhanced public confidence in road safety governance in Nigeria

Keywords: Human Resource Management, Organizational Performance, Federal Road Safety Corps (FRSC), Employee Motivation, Road Safety Enforcement

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Introduction

The wealth and development of any nation depend more on the quality of its human resources than on natural resources, as people remain the active agents of innovation, governance, and institutional building (Akinwale & George, 2020; Chukwuemeka & Eneh, 2021). Human resources encompass the managerial, technical, and operational skills that drive both public and private institutions (FRSC, 2021). Yet, despite Nigeria's large and diverse manpower base, persistent underdevelopment, skills deficits, and weak performance management systems have hindered effective utilization of this resource (Okeke & Agboola, 2022; Omodero, 2020).

To address these challenges, government agencies such as the Centre for Management Development, ASCON, and the Industrial Training Fund were established to improve employee capacity (Onah & Anazodo, 2019). Similarly, the Federal Road Safety Corps (FRSC), created under Decree No. 45 of 1988, recognizes human resource development as central to road safety enforcement and organizational effectiveness. The Awka Command in Anambra State has introduced several staff development initiatives between 2015 and 2023, including capacity training, ICT programs, and promotion courses. However, despite these interventions, the Command continues to grapple with weak incentives, low motivation, and performance shortfalls, issues reflective of broader inefficiencies

in Nigeria's public service (Edeh, 2021; Ugwu, 2019). The research problem is the limited empirical evidence on how HRM practices influence organizational performance within the FRSC, especially at the command level where operational effectiveness directly affects road safety outcomes. Existing studies largely address HRM in private organizations, leaving public safety institutions underexplored. This study is original in its focus on the FRSC Awka Command (2015–2023), providing a context-specific analysis of how HRM programs, processes, and methods shape efficiency, motivation, and productivity. By filling this gap, it contributes to the literature on public sector HRM in Nigeria and offers policy-relevant insights for strengthening institutional performance in road safety management.

Objectives of the Study

The broad objective of this study is to examine the impact of human resource management on organizational performance in Federal Road Safety Corps, Awka Command. Specifically, the objectives of the study therefore are:

- To find out how human resource management programs have helped to increase organizational efficiency, productivity and motivation in Federal Road Safety Corps, Awka Command.

Research Question

Based on the above stated problems, this research question was formulated to guide the study:

- How has human resource management increased organizational efficiency, productivity and motivation in Federal Road Safety Corps, Awka Command?

Hypotheses

The following hypotheses guided the study:

- **Ho:** Human resource management programs have not helped to increase organizational efficiency, productivity and motivation in Federal Road Safety Corps, Awka Command.
- **Hi:** Human resource management programs have helped to increase organizational efficiency, productivity and motivation in Federal Road Safety Corps, Awka Command.

Scope of the Study

This study specifically examines the impact of human resource management on organizational performance in Federal Road Safety Corps, Awka Command between 2015-2023. The time and period of the study shall be between 2015-2023. The spatial and geographical coverage of the study is Federal Road Safety Corps, Awka Command in Anambra State.

Literature Review

Human resource management

Human resource management (HRM) is increasingly understood as a strategic process that ensures human talent is effectively deployed to achieve organizational goals. While traditional definitions emphasized recruitment, selection, training, compensation, and retention (Mathis & Jackson, 2019), contemporary scholarship highlights the importance of aligning HRM practices with organizational strategy, employee well-being, and innovation outcomes (Albrecht, Breidahl & Marty, 2022). Recent studies conceptualize HRM as a bundle of practices, including training and development, performance management, employee participation, and reward systems, that influence performance through the Ability–Motivation–Opportunity (AMO) framework. This perspective argues that HRM enhances organizational outcomes by building employee skills (ability), fostering commitment (motivation), and creating participatory work environments (opportunity) (Latorre., Guest., Ramos & Gracia, 2021). Evidence from both private and public organizations confirms that HRM practices are significantly associated with higher employee motivation, productivity, and efficiency. For instance, meta-analytic

evidence indicates that employees' perceptions of HRM practices, such as fair appraisal, supportive training, and involvement in decision-making, positively influence engagement and job performance (Ogbonnaya & Messersmith, 2019). In public sector contexts, HRM system strength, defined by the clarity, consistency, and credibility of HR signals, has also been shown to enhance organizational commitment and service quality (Choi, Scott & Kim, 2022).

Moreover, the human capital perspective has been reinforced by findings that continuous learning and digital skills development are critical for sustaining organizational competitiveness. Recent studies emphasize that training and reskilling in ICT and digital governance significantly improve employee adaptability and productivity (Adegbite & Abiola, 2021). This supports Rastogi's (2020) argument that human capital, encompassing education, technical know-how, and professional skills, remains an indispensable asset for organizational success. However, scholars caution against assuming that HRM practices are universally effective. The impact of HRM depends heavily on implementation quality and contextual moderators. Poorly executed training or unfair appraisal systems can erode trust and reduce motivation, while well-designed HRM practices strengthen engagement and performance (Van De Voorde & Beijer, 2021). Consequently, HRM should be viewed not merely as a set of administrative activities but as a strategic, context-sensitive process that shapes both employee behavior and organizational outcomes.

Organizational performance

Organizational performance refers to the extent to which employees effectively accomplish assigned tasks, thereby contributing to the attainment of organizational goals. It is commonly evaluated in terms of efficiency, effectiveness, and overall outcomes. From a managerial perspective, performance is often conceptualized as achieving superior results compared to prior periods or against industry benchmarks. This underscores that organizational performance is not merely about completing tasks but about consistently improving outcomes and generating added value.

Employee performance appraisal forms an integral part of measuring organizational performance. Through systematic evaluation of employee progress, results, and competencies, organizations are able to identify strengths, weaknesses, and developmental needs (Arifin; Jufrizen & Sari, 2021). Performance assessment thus extends beyond output, capturing behavioral attributes, motivation, and the degree to which employees' contributions align with strategic objectives. Recent studies stress that performance is context-dependent and influenced by multiple factors such as organizational culture, leadership, innovation, and human capital development (Akanbi & Ofoegbu, 2019). In contemporary organizations, performance is also viewed dynamically, with emphasis on adaptability and continuous improvement rather than static outcomes. Scholars increasingly highlight that performance encompasses both tangible results (e.g., productivity, profitability, efficiency) and intangible dimensions (e.g., employee motivation, customer satisfaction, knowledge creation). Thus, organizational performance can be defined as a multidimensional construct, integrating financial and non-financial indicators, while reflecting how well an organization mobilizes and sustains its human and material resources toward long-term competitiveness.

Human Resource Management Programs and Organizational Performance

The relationship between human resource management (HRM) programs and organizational performance has remained central in management and organizational studies. HRM programs typically include recruitment and selection, training and development, performance management, compensation, and employee relations, and their effective design and implementation has been shown to significantly shape organizational outcomes. Contemporary research emphasizes that HRM is not

merely a support function but a strategic enabler of long-term performance, resilience, and competitiveness.

From a strategic HRM perspective, scholars argue that when HRM programs are developed as coherent bundles and aligned with organizational strategy, they generate complementarities that amplify their performance impact. This is particularly evident in high-performance work systems (HPWS), which combine selective hiring, skill-enhancing training, performance-based compensation, and employee involvement. Recent studies confirm that HPWS contribute to higher productivity, lower turnover, and greater innovation, thereby enhancing organizational sustainability (Ogbeibu, Senadjki & Gaskin, 2021). The quality of HRM implementation is equally critical. Poorly designed or inconsistently applied programs often undermine trust, employee engagement, and performance benefits. In contrast, organizations that ensure managerial competence, provide line-manager support, and maintain consistency in HR practices are more likely to realize efficiency gains and foster employee commitment (Raineri, 2021). This underscores that organizational outcomes depend not only on *what* HRM practices are adopted but also on *how* they are enacted.

Emerging contextual and technological factors further shape the HRM–performance nexus. In turbulent and innovation-driven environments, HRM practices that promote adaptability, learning, and collaboration have been shown to generate stronger performance effects (Al-Dhaafri, Al-Swidi & Yusoff, 2023). The digital transformation of HRM, particularly through artificial intelligence and data-driven decision-making, has enhanced recruitment efficiency, personalized employee development, and real-time performance monitoring. These advances not only strengthen HRM effectiveness but also contribute to organizational agility and competitive advantage. Methodologically, recent meta-analyses and longitudinal studies provide robust evidence of a positive relationship between HRM programs and organizational performance, mediated by factors such as job satisfaction, knowledge sharing, and employee well-being (Jiang & Messersmith, 2018). However, scholars caution against universalizing findings, highlighting issues such as measurement inconsistencies, contextual differences across industries and cultures, and the risks of adopting “one-size-fits-all” HRM models. In essence, evidence from 2019–2023 confirms that HRM programs substantially enhance organizational performance when they are strategically aligned, effectively implemented, and contextually adapted. Current debates suggest that future research will increasingly focus on digital HRM, employee well-being, and sustainability as critical dimensions of the HRM–performance relationship.

Theoretical Framework

This study adopts David Easton’s Systems Theory, which views an organization as an interdependent set of subsystems that interact with one another and with the external environment. The theory emphasizes that the effectiveness of the whole system depends on the proper functioning of its individual parts, and the failure of one unit can destabilize the entire structure (Easton, 1965; Bertalanffy, 1968). Applied to public service organizations, this means that departments and staff must function harmoniously to achieve efficiency, productivity, and service delivery. The theory is directly relevant to this research because the Federal Road Safety Corps (FRSC), Awka Command operates as an open system that receives inputs (human resources, policies, and training), processes them (through HRM practices such as training, motivation, and compensation), and produces outputs (improved organizational efficiency, staff productivity, and road safety outcomes). If these HRM subsystems are neglected or poorly coordinated, organizational objectives cannot be met, leading to inefficiency and reduced public service performance.

Thus, systems theory provides the analytical lens for linking HRM practices to organizational performance. By recognizing the FRSC as a system whose survival depends on the effective interaction of its parts, the framework underscores the need for continuous staff development, proper motivation, and effective HRM structures to sustain productivity and service delivery. This aligns with the study's objective of examining how HRM influences organizational efficiency, employee motivation, and overall performance within the FRSC, Awka Command.

Methodology

This study employed a descriptive survey design to examine the effect of human resource management (HRM) on organizational performance in the Federal Road Safety Corps (FRSC), Awka Command. The entire population of 355 staff, comprising both officers and marshals, was studied using a census approach since the population size was manageable, which minimizes sampling error and ensures representativeness (Yamane, 1967). Proportional distribution between officers and marshals was maintained to reduce bias and strengthen validity (Etikan & Bala, 2017).

Data were collected through structured questionnaires, supported by interviews and secondary records from FRSC. The instrument captured HRM programs such as recruitment, training, appraisal, and compensation, alongside performance indicators like efficiency, productivity, and employee satisfaction. Content validity was established through expert review, while reliability was confirmed via a pilot test with Cronbach's alpha coefficients exceeding 0.70, consistent with Nunnally and Bernstein's (1994) benchmark. Data entry and analysis were conducted using SPSS (Version 27), applying descriptive statistics and chi-square tests at the 0.05 significance level. Ethical standards were upheld by securing informed consent, guaranteeing confidentiality and anonymity, and ensuring voluntary participation. Approval was obtained from the relevant academic authority before data collection, in line with established research ethics.

Data Presentation and Analysis

This paper presents and analyses the data collected for the study titled. The data were obtained primarily through the administration of questionnaires, supported by observations and interviews. The questionnaire was structured using a five-point Likert scale. The analysis focuses on the rate of return of the questionnaire, interpretation of respondents' profiles, presentation of data in relation to the research question, and testing of the corresponding hypotheses. The statistical tools used include percentage analysis and Chi-square (χ^2) tests via SPSS Version 27, in line with the research question and hypotheses guiding the study.

Demographic Characteristics of Respondents

Table 1: Distribution of Respondents by Gender

Gender	Frequen	Perce	Valid Perce	Cumulative Perce
Male	168	47.3	47.3	47.3
Female	187	52.7	52.7	100.0
Total	355	100.0	100.0	

Source: Field Survey, 2025

The table shows that 168 respondents (47.3%) were male, while 187 respondents (52.7%) were female, indicating a slight female majority in the FRSC Awka Command sample.

Table 2: Distribution of Respondents by Marital Status

Marital Stat	Frequen	Perce	Valid Perce	Cumulative Perce
Married	171	48.2	48.2	48.2
Separated	15	4.2	4.2	52.4

Widowed	132	37.2	37.2	89.6
Single	37	10.4	10.4	100.0
Total	355	100.0	100.0	

Source: Field Survey, 2025

The results indicate that married respondents formed the largest group (48.2%), followed by widowed (37.2%), singles (10.4%), and separated individuals (4.2%).

Table 3: Distribution of Respondents by Educational Qualification

Educational Qualificatio	Frequen	Perce	Valid Perce	Cumulative Perce
WAEC/NECO/NABTEB	209	58.9	58.9	58.9
OND/NCE	41	11.5	11.5	70.4
HND/BA/BSc/Bed	59	16.6	16.6	87.0
Masters	31	8.7	8.7	95.7
PhD	15	4.3	4.3	100.0
Total	355	100.0	100.0	

Source: Field Survey, 2025

The majority (58.9%) held secondary school-level qualifications, followed by first-degree holders (16.6%), OND/NCE holders (11.5%), Master’s degree holders (8.7%), and PhD holders (4.3%).

Table 4: Distribution of Respondents by Years of Experience

Years of Experien	Frequen	Perce	Valid Perce	Cumulative Perce
1–5 Years	334	94.1	94.1	94.1
6–10 Years	12	3.4	3.4	97.5
11–15 Years	3	0.8	0.8	98.3
16–20 Years	2	0.6	0.6	98.9
21 Years & Above	4	1.1	1.1	100.0
Total	355	100.0	100.0	

Source: Field Survey, 2025

The data shows that most respondents (94.1%) had between 1–5 years of work experience in FRSC Awka Command, reflecting a relatively young workforce.

Data on Variables of Subject under Investigation

Research Question: Did human resource management increase organizational performance in Federal Road Safety Corps, Awka Command?

The questionnaire items for this section are 1, 2, 3, 5 and 6. The responses to research question one is presented in table 5.

Table 5: Respondents’ Mean and Standard Deviation on HRM and Organizational Performance

S/	Item Statement	N	Me	Std. D	Decision
1	Recruitment and selection practices in FRSC Awka Command are transparent and enhance service deliver	355	3.45	1.02	Agree
2	Performance appraisal systems in FRSC Awka Command effectively improve staff efficiency.	355	3.68	0.94	Agree
3	Regular training and capacity-building programs improve employee competence and job performance.	355	4.12	0.83	Agree
4	HRM policies in FRSC are well aligned with organizational objectives.	355	3.90	0.97	Agree
5	HRM practices have contributed significantly to productivity improvements in FRSC Awka Command	355	3.81	0.89	Agree

Source: Field Survey, 2025

The results show a general agreement that HRM practices contribute positively to organizational performance in FRSC, Awka Command.

Test of Hypotheses

The chi-square test was employed to determine whether there is a significant relationship between human resource management (HRM) programs and organizational performance indicators such as efficiency, motivation, and productivity in the Federal Road Safety Corps (FRSC), Awka Command. Chi-square (χ^2) is appropriate for testing associations between categorical variables by comparing observed and expected frequencies.

Hypotheses

- H_0 : Human resource management programs have not helped to increase organizational efficiency, motivation, and productivity in FRSC, Awka Command.
- H_1 : Human resource management programs have helped to increase organizational efficiency, motivation, and productivity in FRSC, Awka Command.

Using responses from questionnaire items 1–5, which measured staff perceptions of training, performance appraisal, compensation, and employee motivation, the hypothesis was tested.

Table 6: Chi-Square Test Results

Test	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	935.651 ^a	12	.000
Likelihood Ratio	590.700	12	.000
Linear-by-Linear Association	13.958	1	.000
N of Valid Cases	355		

^a8 cells (40.0%) have expected count less than 5. The minimum expected count is .00. (Source: SPSS 27 Computation)

The Pearson chi-square statistic is $\chi^2(12, N = 355) = 935.651, p < .001$, which is well below the significance threshold of 0.05. This indicates that the observed distribution of responses significantly deviates from what would be expected under the null hypothesis. Similarly, the likelihood ratio test and the linear-by-linear association also yielded significant results ($p < .001$), reinforcing the robustness of the association.

Interpretation

Given that the p-value is less than 0.05, the null hypothesis (H_0) is rejected, and the alternative hypothesis (H_1) is accepted. This means that HRM programs have a statistically significant effect on organizational performance in FRSC, Awka Command. Specifically:

1. **Efficiency:** Training programs and periodic appraisals have enhanced technical and operational capabilities, leading to fewer road safety errors, faster task completion, and improved coordination in daily operations. Structured HRM interventions also streamlined workflow management, contributing to greater organizational coherence.
2. **Motivation:** Transparent appraisal systems, equitable promotion opportunities, and fair compensation packages have improved job satisfaction. Staff expressed higher morale and commitment, which are critical for sustaining discipline and reducing attrition in a paramilitary organization like FRSC.

3. **Productivity:** The synergy of improved skills and motivation translated into higher levels of productivity, both in measurable service delivery (e.g., accident response times, enforcement of road regulations) and in intangible outcomes such as public trust and organizational image. These findings demonstrate that well-implemented HRM programs contribute positively to the FRSC's organizational outcomes, aligning with contemporary studies that link strategic HRM with improved efficiency, motivation, and productivity (Otoo, 2020).

Discussion on Finding

The finding that human resource management (HRM) programs have significantly improved organizational efficiency, motivation, and productivity in the Federal Road Safety Corps (FRSC), Awka Command can be situated within the framework of Systems Theory. Easton's (1965) systems framework views organizations as open systems that process inputs into outputs through throughputs, with feedback loops ensuring adaptation and survival. In the case of FRSC, HRM initiatives such as structured recruitment and selection, targeted training, fair performance appraisal, and policy alignment function as inputs that influence organizational routines and behaviours, ultimately shaping performance outcomes.

HRM programs serve as structured inputs that are converted into operational processes (throughputs) which enhance efficiency and productivity. Recent studies confirm that bundles of HR practices, referred to as High-Performance Work Systems (HPWS), predict higher levels of efficiency, readiness for change, and organizational effectiveness. Within the FRSC, recruitment based on merit, continuous training, and appraisal transparency contribute to clearer role expectations, reduced bottlenecks, and better coordination, which directly supports efficient service delivery. Improved efficiency, motivation, and productivity observed in FRSC are consistent with contemporary HRM literature. Evidence from healthcare and public-sector organizations shows that HRM practices not only have a direct effect on performance but also operate indirectly by improving employees' readiness for change and their discretionary effort (Galli, Pérez-González, Bermejo-Pareja & Calvo, 2023). This suggests that the gains recorded by FRSC in terms of productivity and motivation stem from the integrative role of HR systems in building employee competencies and willingness to perform.

Systems theory emphasizes feedback loops that help organizations adapt and remain stable. In the FRSC context, feedback from training evaluations, performance appraisals, and service performance indicators (e.g., response time, crash reporting, and public complaints) provides crucial signals for refining HR practices. Research highlights that employees' interpretation of HR practices, particularly the perceived fairness of appraisals and development opportunities—directly influences their motivation and long-term productivity. The observed improvements can also be explained through the Ability–Motivation–Opportunity (AMO) framework, which complements Systems Theory. HRM practices enhance ability through training and selection, increase motivation through recognition and fair appraisal, and create opportunity through participatory processes (Jarbandhan, 2022). This aligns with Easton's (1965) argument that subsystems, such as HRM, must function coherently to support the larger organizational system.

This finding implies that FRSC should treat HRM as a deliberately designed subsystem that integrates recruitment, training, appraisal, and rewards into a coherent framework linked to organizational objectives. Institutionalizing structured feedback loops (e.g., monthly HR dashboards connected to operational performance metrics) will ensure adaptability and continuous improvement. Furthermore, embedding fairness and transparency in appraisal and development processes is crucial, as recent studies associate procedural justice with sustained motivation and productivity in public agencies.

Based on the finding, the evidence confirms that HRM programs in FRSC, Awka Command, contribute to greater efficiency, motivation, and productivity by functioning as a critical subsystem within the broader organizational system. This is consistent with Systems Theory, which emphasizes the interdependence of inputs, throughputs, outputs, and feedback, and is strongly supported by recent literature from 2019 to 2023.

Summary of Finding

- Human resource management programs have indeed helped to increase organizational efficiency, motivation and productivity in the Federal Road Safety Corps, Awka Command.

Recommendation

The study made recommendation based on its finding. The recommendation is stated below:

- The Federal Road Safety Corps Headquarters should adopt a training policy that mandates at least bi-annual refresher training sessions for all officers, with clear alignment to operational goals such as reducing response times, improving accident data accuracy, and enhancing public interactions.

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