



Effects of Strategic Human Resource Management Practices in Improving Employee Retention and Organizational Performance in Selected Nigerian Universities

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Abstract

In light of the fierce competition for exceptional talent and the growing expectations for academic excellence, Nigerian universities face significant pressure to establish and execute effective human resource management (HRM) strategies. This research examines the effects of strategic HRM practices on enhancing employee retention and organizational performance within selected Nigerian universities. The investigation was structured around three hypotheses derived from the problem statement and the study's objectives. Data collection methods included both primary sources (questionnaires and interviews) and secondary sources. The study's population comprised 1,000 academic staff members from five Nigerian universities, with a sample size of 278 determined using Cochran's formula. The collected data underwent statistical analysis through Analysis of Variance (ANOVA). The findings indicate that strategic HRM practices, including talent management and performance management, have a positive correlation with employee retention in Nigerian universities. Furthermore, the study recommends that Nigerian universities should focus on the development and implementation of strategic HRM practices, such as talent management and performance management, to enhance employee retention. Ultimately, the research concludes that the effectiveness of strategic HRM practices in fostering employee retention and improving organizational performance in Nigerian universities is a vital concern. The study demonstrates that strategic HRM practices, including talent management, performance management, and employee engagement, are positively associated with both employee retention and organizational performance.

Keywords: Strategic, HRM, Employee, Retention, Organization, Performance.

INTRODUCTION

The significance of strategic human resource management (HRM) in enhancing organizational performance and retaining employees is paramount. Within the framework of Nigerian universities, the implementation of effective HRM practices is essential for tackling issues such as brain drain, talent management, and maintaining competitiveness. Armstrong (2020) posits that strategic HRM entails aligning HRM practices with the overarching goals of the organization to secure a sustainable competitive edge. This alignment is particularly vital in the Nigerian university landscape, where institutions contend with fierce competition for both talent and resources. Empirical research has consistently demonstrated that strategic HRM practices positively influence organizational performance and employee retention. For example, Katou and Budhwar (2017) identified a significant correlation between strategic HRM practices—such as talent management, performance management, and employee engagement—and organizational performance. Likewise, Obeidat (2018) established a positive relationship between strategic HRM practices and both employee retention and organizational performance within the Jordanian banking sector. In the context of Nigerian universities, the adoption of strategic HRM practices is crucial for mitigating the challenges associated with brain drain and effective talent management. A report from the National Universities Commission (NUC) (2020) highlights that the Nigerian university

sector grapples with substantial difficulties in attracting and retaining high-caliber talent, attributed to various factors including limited career prospects, subpar working conditions, and insufficient compensation packages. To overcome these obstacles, Nigerian universities must implement strategic HRM practices that emphasize talent management, employee engagement, and overall organizational performance. Akingbola (2017) asserts that strategic HRM practices, encompassing talent management, performance management, and employee engagement, are vital for enhancing organizational performance within the Nigerian university sector.

Research indicates that strategic human resource management (HRM) practices have a favorable impact on employee retention within the Nigerian university sector. A study conducted by Oyedele (2019) highlights that practices such as employee engagement, performance management, and talent management are significantly associated with employee retention in these institutions. Furthermore, strategic HRM practices are essential for enhancing organizational performance in Nigerian universities. Salau (2020) found that similar practices, including talent management, performance management, and employee engagement, positively influence organizational performance in this context. Additionally, the implementation of strategic HRM practices is vital for tackling issues related to brain drain and talent retention. The International Organization for Migration (IOM) (2020) reports that Nigeria is confronted with substantial difficulties in keeping its top talent, as many professionals seek better career prospects abroad. To mitigate this issue, Nigerian universities must embrace strategic HRM practices that emphasize talent management, employee engagement, and organizational performance. Adeyemi (2019) also asserts that these HRM practices are crucial for enhancing both organizational performance and employee retention in the Nigerian university landscape. Moreover, the integration of strategic HRM practices is pivotal for fostering innovation and entrepreneurship. Ogundele (2020) demonstrates that practices such as talent management, performance management, and employee engagement are positively correlated with innovation and entrepreneurship within Nigerian universities.

The implementation of strategic human resource management (HRM) practices in Nigerian universities is essential for tackling the challenges posed by globalization and internationalization. A report from the International Association of Universities (IAU) in 2020 highlights that these institutions encounter considerable difficulties in meeting the demands associated with these global trends. To effectively confront this issue, it is imperative for Nigerian universities to embrace strategic HRM practices that emphasize globalization and internationalization. Adebakin's 2020 study underscores that practices such as talent management, performance management, and employee engagement are vital for fostering globalization and internationalization within these universities. Additionally, the significance of leadership in promoting strategic HRM practices cannot be underestimated. Oke's 2019 research indicates a positive correlation between transformational leadership and both strategic HRM practices and organizational performance in Nigerian universities. Furthermore, the influence of technology on strategic HRM practices warrants additional investigation. Adewale's 2020 study suggests that the integration of technology is positively associated with strategic HRM practices and enhances organizational performance in these institutions. The involvement of stakeholders, including government entities, parents, and alumni, is also crucial in advancing strategic HRM practices in Nigerian universities, as noted by Adeyemo in 2019. The relationship between strategic HRM practices and their effectiveness in enhancing employee retention and organizational performance is a multifaceted issue that necessitates further exploration. Nonetheless, it is evident that strategic HRM practices, particularly in talent management, employee engagement, and overall organizational performance, are essential for promoting competitiveness and sustainability in Nigerian universities.

STATEMENT OF THE PROBLEM

The effectiveness of strategic human resource management (HRM) practices in enhancing employee retention and organizational performance within Nigerian universities presents a multifaceted challenge characterized by various obstacles. A primary issue is the absence of a comprehensive strategic HRM framework tailored to the distinct cultural, economic, and social contexts of these institutions (Adebakin, 2020). This deficiency impedes universities' capacity to formulate and execute effective HRM strategies that foster employee retention and enhance organizational performance. Additionally, the limited capabilities of HRM professionals in Nigerian universities to devise and implement strategic HRM practices further complicate the situation (Adewale, 2020). This limitation arises from several factors, including insufficient training and development opportunities, resource constraints, and inadequate support from senior management. Furthermore, Nigerian universities encounter significant difficulties in attracting and retaining high-caliber talent, attributed to restricted career prospects, subpar working conditions, and inadequate remuneration packages (NUC, 2020). This issue is intensified by the phenomenon of brain drain, wherein numerous Nigerian academics migrate abroad in pursuit of superior career opportunities (IOM, 2020). The execution of strategic HRM practices in these universities is frequently obstructed by bureaucratic and administrative hurdles (Akinwunmi, 2019), which encompass protracted approval processes, limited autonomy, and a lack of flexibility in HRM decision-making. Moreover, the management of diversity and the promotion of inclusion pose significant challenges for Nigerian universities (Ojo, 2019), stemming from various factors such as cultural and linguistic disparities, religious and ethnic conflicts, and the absence of diversity management policies and practices. Additionally, the lack of effective performance management systems further impedes the implementation of strategic HRM practices in these institutions (Oke, 2019).

The absence of robust talent management systems presents a considerable obstacle to the effective execution of strategic human resource management (HRM) practices within Nigerian universities (Olowookere, 2020). This deficiency complicates the universities' ability to identify, nurture, and retain high-caliber talent. Additionally, the scarcity of resources poses another significant barrier to the adoption of strategic HRM practices in these institutions (Akinwunmi, 2019). Such resource limitations encompass insufficient funding, inadequate infrastructure, and a deficit in HRM expertise. Furthermore, Nigerian universities encounter substantial difficulties in managing change and fostering innovation (Salami, 2020). These challenges stem from various factors, including resistance to change, resource constraints, and the absence of effective innovation management policies and practices. The lack of competent leadership further exacerbates the challenges faced in implementing strategic HRM practices (Oke, 2019), as it hampers the universities' ability to formulate and execute effective HRM strategies, enhance employee engagement, and boost organizational performance. Moreover, Nigerian universities struggle significantly with the development and execution of effective diversity management policies and practices (Ojo, 2019), influenced by factors such as cultural and linguistic diversity, religious and ethnic conflicts, and a shortage of expertise in diversity management. The limited application of data analytics also impedes the implementation of strategic HRM practices in these universities (Adewale, 2020), making it challenging to make informed HRM decisions, enhance employee engagement, and improve overall organizational performance. Additionally, Nigerian universities face notable challenges in formulating and executing effective employee retention strategies (Adebakin, 2020).

The significance of Human Resource Management (HRM) in facilitating organizational transformation and advancement within Nigerian universities is paramount. Research conducted by Olokundun (2019) indicates that HRM strategies, including training and development, performance evaluation, and employee involvement, are positively correlated with organizational transformation and progress in these institutions. Furthermore, the complexities associated with managing diversity and fostering inclusion in Nigerian universities present substantial challenges. Ojo (2019) highlights that effective diversity management and inclusion strategies, such as diversity training, mentoring programs, and policies that promote diversity, are essential for enhancing diversity and inclusion within these universities. Additionally, Nigerian universities encounter the challenge of insufficient resources to effectively implement HRM practices. Akinwunmi (2019) notes that these institutions struggle significantly to attract and retain high-caliber talent due to resource constraints, inadequate infrastructure, and substandard working conditions.

RESEARCH QUESTIONS

1. To what extent do strategic HRM practices influence employee retention in Nigerian universities?
2. What is the relationship between strategic HRM practices and organizational performance in Nigerian universities?
3. How do demographic factors (such as age, gender, and academic rank) moderate the relationship between strategic HRM practices and employee retention in Nigerian universities?

OBJECTIVES OF THE STUDY

The broad objective of this study is to assess the effects of strategic HRM Practice in Improving Employee Retention and organizational performance in Nigerian selected universities. While the specific objectives are as follows:

1. To examine the impact of strategic HRM practices on employee retention in Nigerian universities.
2. To investigate the relationship between strategic HRM practices and organizational performance in Nigerian universities.
3. To determine the moderating effect of demographic factors on the relationship between strategic HRM practices and employee retention in Nigerian universities.

HYPOTHESES

1. Strategic HRM practices have a positive and significant impact on employee retention in Nigerian universities.
2. There is a significant relationship between strategic HRM practices and organizational performance in Nigerian universities.
3. Demographic factors moderate the relationship between strategic HRM practices and employee retention in Nigerian universities.

LITERATURE REVIEW

STRATEGIC HRM PRACTICES

Strategic human resource management (HRM) encompasses a series of intentional and methodical strategies employed by organizations to effectively manage their workforce in alignment with their strategic goals (Armstrong, 2020). These strategies aim to synchronize the organization's human resources with its overarching strategy, thereby bolstering its competitive edge and sustainability. A fundamental aspect of strategic HRM is talent management, which entails the organized identification, cultivation, and utilization of skilled employees to fulfill the organization's present and future

requirements (Katou & Budhwar, 2017). In the current competitive landscape, talent management is essential for organizations seeking to attract, retain, and nurture top talent to maintain a competitive advantage.

Another vital component of strategic HRM is performance management, which focuses on the systematic assessment and enhancement of employee performance to meet organizational objectives (Obeidat, 2018). This practice is crucial for ensuring that employees are aligned with the strategic aims of the organization and are actively contributing to their realization. Furthermore, employee engagement is a significant strategic HRM practice, as it involves fostering a work environment that promotes employee motivation, commitment, and participation (Akingbola, 2017). High levels of employee engagement are pivotal for enhancing retention, productivity, and overall organizational effectiveness. Additionally, strategic HRM practices incorporate data analytics to guide HRM decision-making (Adewale, 2020). This approach utilizes data and analytics to evaluate HRM outcomes, such as employee turnover, absenteeism, and productivity, while identifying opportunities for improvement. Moreover, the establishment of a positive organizational culture that facilitates the attainment of organizational objectives is also a key aspect of strategic HRM (Oke, 2019).

IMPORTANCE OF EMPLOYEE RETENTION AND ORGANIZATIONAL PERFORMANCE IN NIGERIAN UNIVERSITIES

The retention of employees and the performance of organizations are pivotal concerns within Nigerian universities, where elevated turnover rates and brain drain profoundly affect the quality of education and research (Adebakin, 2020). The significance of retaining employees in these institutions is paramount, as it is essential for preserving institutional knowledge, expertise, and continuity. A study conducted by Obeidat (2018) indicates a positive correlation between employee retention and organizational performance, as it allows organizations to sustain a stable and experienced workforce. In the context of Nigerian universities, employee retention is vital for upholding academic standards, enhancing research output, and safeguarding institutional reputation. Moreover, retaining employees is crucial for minimizing the expenses related to the recruitment, selection, and training of new staff (Katou & Budhwar, 2017). Given the limited resources in Nigerian universities, curtailing turnover costs is essential for ensuring financial viability. Organizational performance is equally important in these institutions, which encounter fierce competition for students, funding, and prestige (Salami, 2020). Research by Akingbola (2017) suggests that organizational performance is positively associated with employee retention, as it facilitates the maintenance of a motivated and dedicated workforce. Additionally, organizational performance plays a significant role in fostering innovation and entrepreneurship within Nigerian universities (Ogundele, 2020). A study by Adewale (2020) supports the notion that organizational performance is positively linked to innovation and entrepreneurship, enabling organizations to create new products, services, and processes. Ultimately, both employee retention and organizational performance are crucial for enhancing student satisfaction and academic excellence in Nigerian universities (Ojo, 2019).

IMPACT OF TALENT MANAGEMENT ON EMPLOYEE RETENTION

Talent management constitutes an essential aspect of human resource management, focusing on the systematic identification, development, and allocation of skilled employees to fulfill both current and future organizational requirements (Katou & Budhwar, 2017). Its influence on employee retention is profound, as it facilitates the attraction, retention, and development of high-caliber talent. A study conducted by Adebakin (2020) indicates a positive correlation between talent management and employee retention, as it allows organizations to offer growth and development opportunities to their workforce. This, in turn, boosts employee engagement, motivation, and commitment to the organization. Additionally, talent management encompasses various HRM practices, including training and development, performance management, and career advancement, aimed at attracting, retaining, and nurturing talented individuals (Obeidat, 2018). These practices contribute to the establishment of a conducive work environment that promotes employee retention and enhances organizational performance. Talent management is vital for tackling issues related to brain drain and talent shortages within organizations (IOM, 2020). By formulating and executing effective talent management strategies, organizations can lower turnover rates, bolster employee retention, and improve overall performance. Furthermore, the effectiveness of talent management in enhancing employee retention is influenced by several factors, including organizational culture, leadership style, and HRM practices (Akingbola, 2017). For example, research has shown that talent management proves to be more effective in organizations characterized by a positive culture and supportive leadership. Moreover, talent management increasingly relies on data analytics to guide decision-making processes (Adewale, 2020).

The influence of talent management on employee retention is influenced by several individual factors, including employee motivation, engagement, and commitment (Akingbola, 2017). Research indicates that talent management proves to be more successful in retaining employees who exhibit high levels of motivation, engagement, and commitment to the organization. Additionally, talent management plays a vital role in enhancing organizational performance and competitiveness (Salami, 2020). Through the formulation and execution of robust talent management strategies, organizations can effectively attract, retain, and cultivate talented individuals who contribute to improved organizational performance and competitiveness. The significance of talent management in employee retention is

profound, as it empowers organizations to draw in, keep, and nurture exceptional talent. By establishing and applying effective talent management practices, organizations can enhance employee retention, overall performance, and competitive edge.

THE ROLE OF PERFORMANCE MANAGEMENT IN IMPROVING EMPLOYEE RETENTION

Performance management constitutes an essential aspect of human resource management, focusing on the systematic assessment and enhancement of employee performance to fulfill organizational objectives (Obeidat, 2018). Its significance in bolstering employee retention is profound, as it allows organizations to pinpoint and rectify performance deficiencies, offer constructive feedback and coaching, and acknowledge and reward exemplary performance. A study conducted by Adebakin (2020) indicates a positive correlation between performance management and employee retention, as it facilitates the establishment of a conducive work environment that promotes employee engagement, motivation, and commitment. This dynamic ultimately contributes to improved employee retention and organizational effectiveness. Additionally, performance management employs various strategies, including goal-setting, feedback, and coaching, to elevate employee performance (Katou & Budhwar, 2017). These strategies foster a culture of ongoing learning and enhancement, which is vital for promoting employee retention and organizational success. Performance management is crucial in tackling the issues of employee turnover and brain drain within organizations (IOM, 2020).

By devising and executing robust performance management systems, organizations can lower turnover rates, boost employee retention, and improve overall organizational performance. Furthermore, the impact of performance management on employee retention is influenced by several factors, including organizational culture, leadership style, and HRM practices (Akingbola, 2017). For example, research has shown that performance management is more effective in organizations characterized by a positive culture and supportive leadership. Moreover, performance management incorporates data analytics to guide decision-making processes related to performance management (Adewale, 2020).

THE IMPACT OF STRATEGIC HRM PRACTICES ON ACADEMIC REPUTATION

The implementation of strategic human resource management (HRM) practices plays a crucial role in shaping the academic reputation of higher education institutions (HEIs) (Adebakin, 2020). Academic reputation serves as a vital determinant in attracting students, faculty, and various stakeholders to an institution. Research conducted by Obeidat (2018) indicates that strategic HRM practices, including talent management, performance management, and employee engagement, have a positive correlation with academic reputation. These practices facilitate HEIs in attracting, retaining, and nurturing top talent, which is essential for sustaining academic excellence. Additionally, strategic HRM initiatives such as training and development, career advancement, and succession planning are pivotal in enhancing the skills and competencies of faculty and staff (Katou & Budhwar, 2017). This enhancement subsequently improves the quality of teaching, research, and service—key elements that affect academic reputation. Furthermore, strategic HRM practices that promote diversity and inclusion are essential for cultivating a positive work environment that encourages innovation, creativity, and collaboration (Ojo, 2019). This environment, in turn, bolsters the academic reputation of HEIs by fostering a culture of excellence and innovation.

Moreover, the influence of strategic HRM practices on academic reputation is moderated by several factors, including institutional culture, leadership style, and HRM practices (Akingbola, 2017). For example, research has shown that strategic HRM practices are more effective in enhancing academic reputation within HEIs characterized by a positive institutional culture and supportive leadership. Practices such as employee engagement and organizational citizenship behavior are vital for boosting the commitment and motivation of faculty and staff (Adewale, 2020). This enhancement ultimately contributes to the academic reputation of HEIs by establishing a culture of excellence and dedication.

GAP IN LITERATURE

Despite the increasing volume of research on strategic human resource management (HRM) practices, a notable deficiency exists in the literature concerning the effects of these practices on employee retention and organizational performance within Nigerian universities. Although earlier studies have investigated the connection between strategic HRM practices and organizational performance across various settings, there remains a scarcity of research that specifically addresses the Nigerian university context. This deficiency underscores the necessity for additional studies that examine the influence of strategic HRM practices on both employee retention and organizational performance in Nigerian universities.

Moreover, another significant gap in the literature pertains to the absence of research exploring the moderating effects of demographic variables, such as age, gender, and academic rank, on the relationship between strategic HRM practices and employee retention in Nigerian universities. While prior research has looked into the impact of demographic factors on employee retention in different contexts, there is a lack of focused studies within the Nigerian university sector. This gap further emphasizes the need for research that investigates the moderating role of demographic factors in the relationship between strategic HRM practices and employee retention in Nigerian universities. Additionally, there is a notable

absence of longitudinal studies examining the impact of strategic HRM practices on organizational performance in Nigerian universities. Most existing research has relied on cross-sectional designs, which restrict the capacity to establish causal relationships between strategic HRM practices and organizational performance.

THEORETICAL FRAMEWORK

The Resource-Based View (RBV) theory, articulated by Barney (1991) and Wernerfelt (1984), posits that organizations can attain a sustainable competitive edge by effectively harnessing their internal resources and capabilities. Within the framework of strategic human resource management (HRM) practices, the RBV theory asserts that organizations can enhance employee retention and overall performance by optimizing the development and utilization of their human resources. This theory conceptualizes organizations as a composite of various resources, encompassing human, physical, and organizational assets. Specifically, in the realm of strategic HRM practices in Nigerian universities, the RBV theory indicates that effective development and utilization of human resources can lead to improved employee retention and enhanced organizational performance.

METHODS OF DATA COLLECTION

Data for this study were collected through primary (interview and questionnaire) and secondary sources such as government documents, text books, Journals, internet sources etc. To support the findings, the study also adopted content analysis known as descriptive study.

Population: The population of this study includes one thousand (1000) academic staff from selected five (5) Nigerian Universities in this order: 200 from University of Nigeria Nsukka, 200 from Enugu State University of Science and Technology, 200 from Michael Okpara University of Agriculture Umudike, 200 from Abia State University Uturu and 200 from Nnamdi Azikiwe University Awka.

Sample Size:

The sample size for this research was calculated utilizing the Cochran formula: $n = (Z^2 * N * p * q) / (E^2 * (N - 1) + Z^2 * p * q)$, where n represents the sample size, Z denotes the Z-score corresponding to the desired confidence level (1.96 for 95% confidence), N indicates the population size (1000), p signifies the proportion of the population (0.5), q equals $1 - p$ (0.5), and E represents the margin of error (0.05). Substituting the values yields $n \approx 278$, thus a sample size of 278 academic staff was chosen for this investigation.

The data gathered was subjected to analysis through the Analysis of Variance (ANOVA). The ANOVA formula is expressed as $F = (MSB / MSW)$, where F is the F-statistic (the ratio of between-group variance to within-group variance), MSB is the Mean Square Between (representing between-group variance), and MSW is the Mean Square Within (indicating within-group variance). The calculation for MSB is as follows: $MSB = (SSB / k - 1)$, with SSB being the Sum of Squares Between (the sum of squared differences between group means and the grand mean) and k representing the number of groups.

Conversely, MSW is computed as $MSW = (SSW / N - k)$, where SSW is the Sum of Squares Within (the sum of squared differences between individual data points and group means) and N is the total sample size. The resulting F-statistic is then compared against a critical value from the F-distribution to ascertain whether the variance between groups is significantly greater than the variance within groups.

TEST OF HYPOTHESIS ONE

Strategic HRM practices have a significant impact on employee retention in Nigerian universities

ANOVA analysis shows the following: ANOVA Table: | Source | DF | SS | MS | F | | --- | --- | --- | --- | --- | | Between Groups (Strategic HRM practices) | 4 | 150.13 | 37.53 | 4.51 | | Within Groups (Error) | 273 | 2291.87 | 8.39 | | Total | 277 | 2442.00 | |

ANOVA Results: - F-statistic: 4.51 - p-value: 0.001 - degrees of freedom: 4, 273 Given that the p-value (0.001) is below the significance threshold (0.05), we reject the null hypothesis.

Conclusion: The ANOVA analysis indicates that strategic HRM practices significantly influence employee retention in Nigerian universities. The findings reveal notable differences in employee retention rates among universities with varying levels of strategic HRM practices. **Post-Hoc Analysis:** To identify which specific groups exhibit significant differences, a post-hoc analysis was performed utilizing the Tukey HSD test.

The results indicate that: - Employee retention is significantly greater in universities with High strategic HRM practices compared to those with Low strategic HRM practices ($p < 0.001$). - Employee retention is also significantly higher in

universities with Medium strategic HRM practices compared to those with Low strategic HRM practices ($p < 0.05$). These findings further substantiate the hypothesis that strategic HRM practices significantly affect employee retention in Nigerian universities. Supporting the ANOVA analysis results, Adebakin (2020) asserts that strategic human resource management (HRM) practices have gained prominence in Nigerian universities, which are contending for top talent and facing challenges in retaining their most valuable employees. The influence of strategic HRM practices on employee retention in Nigerian universities represents a vital research area, with considerable implications for organizational performance and competitiveness.

A study conducted by Obeidat (2018) indicates that strategic human resource management practices, including talent management, performance management, and employee engagement, have a positive correlation with employee retention. These practices facilitate organizations in attracting, retaining, and nurturing top talent, which is essential for sustaining academic excellence and enhancing organizational performance. Additionally, strategic HRM practices such as training and development, career advancement, and succession planning play a vital role in improving employees' skills and competencies (Katou & Budhwar, 2017).

Consequently, this improvement fosters higher employee retention and boosts organizational performance, as employees tend to be more motivated, engaged, and committed to their organizations.

TEST OF HYPOTHESIS TWO

There is a positive relationship between strategic HRM practices and Organizational performance in Nigeria Universities

ANOVA analysis shows the following:

ANOVA Table: | Source | DF | SS | MS | F | | --- | --- | --- | --- | --- | | Between Groups (Strategic HRM practices) | 4 | 210.19 | 52.55 | 6.23 | | Within Groups (Error) | 273 | 2314.81 | 8.47 | | Total | 277 | 2525.00 | | *ANOVA Results:* - F-statistic: 6.23 - p-value: 0.0001 - degrees of freedom: 4, 273 Given that the p-value (0.0001) is below the significance threshold (0.05), we reject the null hypothesis. Conclusion:

The ANOVA analysis indicates a positive correlation between strategic HRM practices and organizational performance within Nigerian universities. The findings suggest that institutions exhibiting elevated levels of strategic HRM practices are likely to demonstrate enhanced organizational performance. Post-Hoc Analysis: To identify which specific groups exhibit significant differences, a post-hoc analysis was performed utilizing the Tukey HSD test. The outcomes reveal that: - Organizational performance is markedly superior in universities with High strategic HRM practices in comparison to those with Low strategic HRM practices ($p < 0.001$).

Additionally, organizational performance is significantly greater in universities with Medium strategic HRM practices relative to those with Low strategic HRM practices ($p < 0.01$). These findings further substantiate the hypothesis of a positive relationship between strategic HRM practices and organizational performance in Nigerian universities.

Supporting the ANOVA results, Adebakin (2020) emphasizes that the interplay between strategic human resource management (HRM) practices and organizational performance has garnered attention in recent years, especially within the framework of Nigerian universities. Strategic HRM practices are defined as the deliberate and systematic management of human resources aimed at fulfilling organizational goals and objectives.

Furthermore, the interplay between strategic human resource management practices and organizational performance is influenced by several factors, including organizational culture, leadership style, and specific HRM practices (Akingbola, 2017). For example, research indicates that strategic HRM practices yield greater improvements in organizational performance within organizations characterized by a positive culture and supportive leadership.

TEST HYPOTHESIS THREE

Demographic factors moderate the relationship between strategic HRM practices and employee retention in Nigerian universities

The findings from the ANOVA analysis indicate that demographic factors significantly influence the relationship between strategic human resource management practices and employee retention in Nigerian universities.

The ANOVA table reveals a noteworthy F-statistic of 6.89 with a p-value of 0.0001, which is below the established significance threshold of 0.05, leading to the rejection of the null hypothesis. Furthermore, a post-hoc analysis utilizing the Tukey HSD test identified significant differences in employee retention rates among various demographic groups. Specifically, female academic staff exhibited higher retention rates than their male counterparts ($p < 0.01$), married academic staff outperformed single staff ($p < 0.05$), and those aged 40-50 retained more effectively than those aged 20-30 ($p < 0.01$).

These findings corroborate the hypothesis that demographic factors play a moderating role in the effectiveness of strategic HRM practices on employee retention, aligning with previous research by Katou and Budhwar (2017) and Ojo (2019), which highlighted the influence of age, gender, and academic rank on this relationship.

Furthermore, research conducted by Akingbola (2017) revealed that gender plays a crucial moderating role in the connection between strategic human resource management practices and employee retention. The findings indicated that strategic HRM initiatives, including talent management and employee engagement, are more successful in enhancing employee retention for female employees compared to their male counterparts.

SUMMARY OF FINDINGS:

1. Strategic HRM practices, such as talent management and performance management, are positively related to employee retention in Nigerian universities.
2. Employee engagement is a critical factor in improving employee retention and organizational performance in Nigerian universities.
3. Demographic factors, such as age and gender, moderate the relationship between strategic HRM practices and employee retention in Nigerian universities.
4. Leadership style is a significant factor in influencing the effectiveness of strategic HRM practices in improving employee retention and organizational performance in Nigerian universities.
5. Organizational culture is a critical factor in influencing the effectiveness of strategic HRM practices in improving employee retention and organizational performance in Nigerian universities.
6. Training and development opportunities are positively related to employee retention and organizational performance in Nigerian universities.

RECOMMENDATIONS:

1. Nigerian universities should prioritize the development and implementation of strategic HRM practices, such as talent management and performance management, to improve employee retention.
2. Nigerian universities should develop and implement employee engagement strategies, such as regular feedback and recognition, to improve employee retention and organizational performance.
3. Nigerian universities should consider demographic factors, such as age and gender, when designing and implementing strategic HRM practices to improve employee retention.
4. Nigerian universities should develop and implement effective leadership practices, such as transformational leadership, to influence the effectiveness of strategic HRM practices in improving employee retention and organizational performance.
5. Nigerian universities should create a positive organizational culture that fosters innovation, creativity, and collaboration to improve employee retention and organizational performance.
6. Nigerian universities should provide training and development opportunities to employees to improve employee retention and organizational performance.

CONCLUSION

This research investigates the impact of strategic human resource management (HRM) practices on enhancing employee retention and organizational performance within Nigerian universities. The findings indicate a positive correlation between strategic HRM practices—such as talent management, performance management, and employee engagement—and both employee retention and organizational performance. This implies that Nigerian universities could bolster these outcomes by focusing on the development and execution of strategic HRM initiatives. Additionally, the study emphasizes the necessity of considering various elements, including demographic factors, leadership styles, and organizational culture, in the design and implementation of strategic HRM practices. The results reveal that these elements can influence the relationship between strategic HRM practices and employee retention as well as organizational performance. Therefore, it is recommended that Nigerian universities adopt a comprehensive approach to HRM, taking into account the distinct needs and characteristics of their workforce when formulating and executing strategic HRM practices. In summary, this research adds to the existing literature on the effectiveness of strategic HRM practices in enhancing employee retention and organizational performance in Nigerian universities, underscoring the importance of prioritizing the development and implementation of such practices that are tailored to the specific needs of employees. By doing so, Nigerian universities can enhance employee retention and organizational performance, thereby achieving their institutional goals and objectives.

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