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Research Article

Employee Engagement and Motivation in Nigerian Educational Institutions: A Human Resource Management Perspective

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Abstract

This study assesses the nexus between Human Resource Management (HRM) practices and employee engagement and motivation in Nigerian educational institutions, utilizing the Self-Determination Theory (SDT) as a theoretical framework. This study contributes to the extant literature on HRM practices and employee outcomes in African contexts, providing insights into the complex dynamics between HRM practices, employee engagement, and motivation. The study utilized secondary sources of data collection and analyzed issues therein through content analysis. The study found out among others that HRM practices such as training and development, performance management, and employee recognition significantly predict employee engagement in Nigerian educational institutions. The study recommends among others that Nigerian educational institutions should invest in HRM practices such as training and development, performance management, and employee recognition to promote employee engagement. The paper thus, concludes that by investing in HRM practices that foster employee engagement and motivation, Nigerian educational institutions can enhance productivity, retention, and overall organizational efficacy. Furthermore, this study underscores the importance of contextualizing HRM practices to the local cultural milieu and considering individual differences, such as personality traits, when designing HRM interventions.

Keywords: *HRM practices, employee engagement, motivation, Nigerian educational institutions.*

INTRODUCTION

Employee engagement and motivation are pivotal constructs in the realm of human resource management (HRM), exerting a profound impact on organizational effectiveness (Bakker & Demerouti, 2017). Within the context of Nigerian educational institutions, these concepts assume even greater significance, given the sector's critical role in shaping the nation's future workforce. The Nigerian educational system is confronted with numerous challenges, including inadequate funding, dilapidated infrastructure, and a dearth of qualified personnel (Adebayo, 2018). Notwithstanding these challenges, educational institutions can still cultivate a positive work environment that fosters employee engagement and motivation. Research has consistently demonstrated that engaged and motivated employees are more likely to deliver high-quality services, leading to enhanced student outcomes (Hakanen et al., 2018). Conversely, disengaged and de-motivated employees can compromise the quality of education, underscoring the imperative of promoting employee engagement and motivation.

From an HRM perspective, employee engagement encompasses the emotional, cognitive, and behavioral state of being fully involved and committed to one's work (Schaufeli et al., 2002). Motivation, on the other hand, refers to the driving force that initiates and sustains an individual's behavior towards achieving organizational goals (Maslow, 1943). Numerous studies have identified job autonomy, feedback, and social support as critical antecedents of employee

engagement (Bakker & Demerouti, 2017). Additionally, research has shown that motivation is influenced by factors such as recognition, rewards, and opportunities for growth and development (Deci & Ryan, 2000). The importance of employee engagement and motivation in educational institutions cannot be overstated. Engaged and motivated employees are more likely to provide high-quality teaching, mentoring, and support to students, leading to improved academic outcomes (Hakanen et al., 2018).

Recent studies have highlighted the critical role of HRM practices in promoting employee engagement and motivation. For instance, research has shown that training and development programs can enhance employee skills and knowledge, leading to increased job satisfaction and engagement (Aguinis & Kraiger, 2009). Employee engagement and motivation are also influenced by organizational culture and leadership. Research has demonstrated that a positive organizational culture that values employee well-being and recognizes employee contributions can foster employee engagement and motivation (Schein, 2010). Employee engagement and motivation are complex phenomena that are influenced by various factors. Understanding these factors is essential for developing effective HRM strategies that promote employee well-being and organizational effectiveness. The relationship between HRM practices and employee engagement and motivation is well-established in the literature. Research has consistently demonstrated that HRM practices such as training and development, performance management, and employee recognition can promote employee engagement and motivation (Aguinis & Kraiger, 2009).

The focus of this study lies in its potential to contribute to the existing body of knowledge on HRM in educational institutions. By exploring the relationship between HRM practices and employee engagement and motivation, this study can provide insights into the development of effective HRM strategies that promote employee well-being and organizational effectiveness. The study informs policy and practice in Nigerian educational institutions. By identifying the HRM practices that promote employee engagement and motivation, this study can provide insights into the development of effective HRM strategies that promote employee well-being and organizational effectiveness. Employee engagement and motivation are critical components of organizational effectiveness. Research has consistently demonstrated that engaged and motivated employees are more productive, efficient, and effective in their roles (Bakker & Demerouti, 2017). Employee engagement and motivation are pivotal constructs in the realm of HRM, exerting a profound impact on organizational effectiveness. This study aims to explore the relationship between HRM practices and employee engagement and motivation in Nigerian educational institutions.

STATEMENT OF PROBLEM

Employee engagement and motivation in Nigerian educational institutions are confronted with a myriad of challenges that impede the optimal performance of employees. One of the most significant challenges is inadequate funding, which can lead to poor working conditions, outdated infrastructure, and low employee morale (Adebayo, 2018). This challenge is further exacerbated by the economic realities of Nigeria, where budgetary constraints often result in reduced allocations to the education sector. The brain drain of qualified educators is another challenge that Nigerian educational institutions face. Many highly skilled and experienced educators often seek better opportunities abroad, resulting in a shortage of skilled personnel (OECD, 2020). This challenge not only affects the quality of education but also negatively impacts employee engagement and motivation. Poor infrastructure is also a significant challenge that Nigerian educational institutions confront. Outdated facilities and equipment can hinder employee productivity and job satisfaction, making it difficult for employees to deliver high-quality services (World Bank, 2019). Furthermore, the lack of modern infrastructure can also limit the ability of employees to engage in innovative and creative activities.

Bureaucratic red tape is another challenge that can limit flexibility and innovation in Nigerian educational institutions. The rigid structures and processes can stifle creativity and hinder employees from responding to changing circumstances (Adeyemi, 2017). This challenge can negatively impact employee engagement and motivation, as employees may feel constrained and underpowered. Employee motivation is also affected by limited opportunities for career advancement and professional development. When employees perceive that their career growth is limited, they may become de-motivated and disengaged (Aguinis & Kraiger, 2009). Nigerian educational institutions must therefore prioritize employee development and provide opportunities for growth and advancement. The lack of recognition and rewards for employees is another challenge that can lead to decreased motivation and engagement. When employees feel that their contributions are not valued or recognized, they may become demotivated and less productive (Deci & Ryan, 2000). Nigerian educational institutions must therefore develop effective recognition and reward systems to motivate employees.

The absence of autonomy and flexibility in job roles can also negatively impact employee engagement. When employees are given the freedom to make decisions and take ownership of their work, they are more likely to be engaged and motivated (Bakker & Demerouti, 2017). Nigerian educational institutions must therefore prioritize employee autonomy and flexibility. Poor leadership and management practices can also lead to low employee morale and motivation. When leaders fail to provide clear direction, support, and feedback, employees may become disengaged and demotivated

(Schein, 2010). Nigerian educational institutions must therefore prioritize leadership development and ensure that leaders are equipped to manage and motivate employees effectively.

The Nigerian educational sector also faces challenges related to workload and work-life balance. When employees are overworked and undervalued, they may experience burnout and decreased job satisfaction (Hakanen et al., 2018). Nigerian educational institutions must therefore prioritize employee well-being and ensure that employees have a healthy work-life balance. Organizational culture is another critical factor that can impact employee engagement and motivation. A toxic or unsupportive culture can negatively impact employee well-being and lead to decreased motivation and engagement (Schein, 2010). Nigerian educational institutions must therefore prioritize the development of a positive organizational culture that values and supports employees. Limited resources and budget constraints can also hinder HRM initiatives aimed at promoting employee engagement and motivation. When resources are limited, HRM practitioners may struggle to develop and implement effective strategies to motivate employees (Ulrich & Lake, 1990). Nigerian educational institutions must therefore prioritize resource allocation and ensure that HRM initiatives are adequately funded.

Employee commitment and loyalty are also significant challenges that Nigerian educational institutions face. When employees are not committed to the organization, they may be more likely to leave, resulting in turnover intentions (Mowday et al., 2013). Nigerian educational institutions must therefore prioritize employee commitment and loyalty by developing effective retention strategies. The impact of technology on employee engagement and motivation is also a challenge that Nigerian educational institutions must navigate. While technology can enhance employee productivity and engagement, it can also create new challenges, particularly in the context of limited infrastructure and resources (Bughin et al., 2018). Nigerian educational institutions must therefore prioritize technology adoption and ensure that employees are equipped to leverage technology effectively.

Furthermore, Nigerian educational institutions must also navigate complex societal and cultural dynamics that can influence employee engagement and motivation. Cultural factors, such as power distance and collectivism, can impact employee behavior and motivation (Hofstede, 2001). Nigerian educational institutions must therefore prioritize cultural awareness and ensure that HRM strategies are tailored to the local context. Employee engagement and motivation in Nigerian educational institutions are confronted with numerous challenges that require a comprehensive and multifaceted approach. By understanding these challenges and developing effective strategies to address them, Nigerian educational institutions can promote employee engagement and motivation, leading to improved productivity and performance.

RESEARCH QUESTIONS
1. What is the relationship between human resource management (HRM) practices and employee engagement in Nigerian educational institutions?
2. To what extent do HRM practices influence employee motivation in Nigerian educational institutions?
3. Can HRM practices predict employee engagement and motivation in Nigerian educational institutions?

Objectives of Study
The broad objective of this study is to assess employee engagement and motivation in Nigerian educational institutions: A human resource management perspective. While the specific objectives are as follows:
1. To examine the relationship between HRM practices and employee engagement in Nigerian educational institutions.
2. To investigate the impact of HRM practices on employee motivation in Nigerian educational institutions.
3. To determine whether HRM practices can predict employee engagement and motivation in Nigerian educational institutions.

HYPOTHESES
1. There is a significant relationship between HRM practices and employee engagement in Nigerian educational institutions.
2. HRM practices have an impact on employee motivation in Nigerian educational institutions.
3. HRM practices predict employee engagement and motivation in Nigerian educational institutions.

LITERATURE REVIEW
Human Resource Management (HRM) Practices and Employee Engagement
Human Resource Management (HRM) practices play a crucial role in fostering employee engagement. Research has consistently shown that HRM practices such as training and development, performance management, and employee recognition can significantly impact employee engagement (Aguinis & Kraiger, 2009). Training and development programs are essential for enhancing employee skills and knowledge, leading to increased job satisfaction and engagement (Bakker & Demerouti, 2017). When employees feel that their organization is investing in their growth and

development, they are more likely to be engaged and motivated. Performance management is another critical HRM practice that can impact employee engagement. Regular feedback and coaching can help employees understand their strengths and weaknesses, leading to increased job satisfaction and engagement (Schaufeli et al., 2002).

Employee recognition is also a vital HRM practice that can foster employee engagement. When employees feel valued and recognized for their contributions, they are more likely to be engaged and motivated (Deci & Ryan, 2000). Autonomy and flexibility are also essential HRM practices that can impact employee engagement. When employees are given the freedom to make decisions and work independently, they are more likely to be engaged and motivated (Hackman & Oldham, 1976). Research has also shown that HRM practices can impact employee engagement by influencing employee well-being. For example, HRM practices such as work-life balance and employee wellness programs can help reduce employee stress and burnout, leading to increased engagement (Hakanen et al., 2018). The impact of HRM practices on employee engagement can also be influenced by organizational culture. A positive organizational culture that values employee well-being and recognizes employee contributions can foster employee engagement (Schein, 2010).

HRM practices can also impact employee engagement by influencing employee perceptions of organizational support. When employees feel that their organization is supportive and cares about their well-being, they are more likely to be engaged and motivated (Eisenberger et al., 1986). Recent studies have also highlighted the importance of HRM practices in promoting employee engagement in the context of technological advancements. For example, HRM practices such as digital training and development programs can help employees develop the skills they need to thrive in a rapidly changing work environment (Bughin et al., 2018). HRM practices play a critical role in fostering employee engagement. By investing in HRM practices such as training and development, performance management, and employee recognition, organizations can promote employee engagement and drive business success (Ulrich & Lake, 1990).

HRM Practices and Employee Motivation

Human Resource Management (HRM) practices play a significant role in influencing employee motivation. Research has consistently shown that HRM practices such as rewards, recognition, and career development opportunities can significantly impact employee motivation (Deci & Ryan, 2000). Rewards and recognition are essential HRM practices that can motivate employees. When employees feel that their efforts are recognized and rewarded, they are more likely to be motivated to perform at a high level (Aguinis & Bradley, 2015). Career development opportunities are also critical HRM practices that can impact employee motivation. When employees feel that their organization is investing in their growth and development, they are more likely to be motivated to contribute to the organization's success (Bakker & Demerouti, 2017). Performance management is another HRM practice that can influence employee motivation. Regular feedback and coaching can help employees understand their strengths and weaknesses, leading to increased motivation and performance (Schaufeli et al., 2002).

Employee autonomy and participation in decision-making are also essential HRM practices that can impact employee motivation. When employees feel that they have control over their work and are involved in decision-making, they are more likely to be motivated and engaged (Hackman & Oldham, 1976). Research has also shown that HRM practices can impact employee motivation by influencing employee perceptions of organizational justice. When employees feel that their organization is fair and just, they are more likely to be motivated and committed to the organization (Colquitt et al., 2013). The impact of HRM practices on employee motivation can also be influenced by organizational culture. A positive organizational culture that values employee well-being and recognizes employee contributions can foster employee motivation (Schein, 2010).

HRM practices can also impact employee motivation by influencing employee self-efficacy. When employees feel that they have the skills and abilities to perform their job, they are more likely to be motivated and confident (Bandura, 1997). Recent studies have also highlighted the importance of HRM practices in promoting employee motivation in the context of technological advancements. For example, HRM practices such as digital training and development programs can help employees develop the skills they need to thrive in a rapidly changing work environment (Bughin et al., 2018). HRM practices play a critical role in influencing employee motivation. By investing in HRM practices such as rewards, recognition, and career development opportunities, organizations can promote employee motivation and drive business success (Ulrich & Lake, 1990).

Contextual factors influencing Employee Engagement and motivation in Nigerian educational institutions

The Nigerian educational sector operates within a unique cultural context that can influence employee engagement and motivation. For instance, the collectivist nature of Nigerian culture emphasizes the importance of group harmony and teamwork, which can impact employee motivation and engagement (Hofstede, 2001). Economic factors also play a significant role in influencing employee engagement and motivation in Nigerian educational institutions. The country's

economic instability and limited resources can lead to budget constraints, affecting employee salaries, benefits, and working conditions, ultimately impacting motivation and engagement (Adebayo, 2018). Organizational culture is another critical contextual factor that can influence employee engagement and motivation. A positive organizational culture that values employee well-being, recognizes employee contributions, and promotes a sense of community can foster employee engagement and motivation (Schein, 2010).

Leadership style is also a significant contextual factor that can impact employee engagement and motivation. Transformational leadership, which emphasizes employee empowerment, recognition, and support, can promote employee engagement and motivation, while autocratic leadership styles can have negative effects (Bass & Riggio, 2006). The work environment and infrastructure in Nigerian educational institutions can also influence employee engagement and motivation. Poor working conditions, outdated facilities, and limited resources can negatively impact employee motivation and engagement (World Bank, 2019).

Furthermore, societal factors such as social norms and expectations can also impact employee engagement and motivation. For example, the societal expectation of respect for authority figures can influence employee behavior and motivation in Nigerian educational institutions (Hofstede, 2001). Government policies and regulations can also impact employee engagement and motivation in Nigerian educational institutions. Policies related to funding, staffing, and curriculum development can influence employee motivation and engagement (Federal Ministry of Education, 2020). The impact of technology on employee engagement and motivation is also a significant contextual factor. While technology can enhance employee productivity and engagement, it can also create new challenges, particularly in the context of limited infrastructure and resources (Bughin et al., 2018). Employee demographics and diversity can also influence employee engagement and motivation. For example, age, gender, and cultural background can impact employee values, expectations, and motivations (Twenge & Campbell, 2008). Overall, understanding the contextual factors that influence employee engagement and motivation is crucial for developing effective strategies to promote employee well-being and organizational effectiveness in Nigerian educational institutions.

Factors influencing Employee Engagement and motivation in Nigerian educational institutions

Employee engagement and motivation in Nigerian educational institutions are influenced by a complex array of factors. One significant factor is the work environment, which encompasses physical working conditions, infrastructure, and resources. Research has shown that poor working conditions and limited resources can negatively impact employee motivation and engagement (World Bank, 2019). Leadership style is another critical factor that influences employee engagement and motivation. Transformational leadership, which emphasizes employee empowerment, recognition, and support, can promote employee engagement and motivation, while autocratic leadership styles can have negative effects (Bass & Riggio, 2006). Organizational culture also plays a significant role in shaping employee engagement and motivation. A positive organizational culture that values employee well-being, recognizes employee contributions, and promotes a sense of community can foster employee engagement and motivation (Schein, 2010). Employee recognition and rewards are also essential factors that influence employee motivation and engagement. When employees feel valued and recognized for their contributions, they are more likely to be motivated and engaged (Deci & Ryan, 2000).Career development opportunities are another significant factor that influences employee motivation and engagement. When employees feel that their organization is investing in their growth and development, they are more likely to be motivated and committed to the organization (Aguinis & Kraiger, 2009).

Furthermore, employee autonomy and participation in decision-making can also impact employee engagement and motivation. When employees feel that they have control over their work and are involved in decision-making, they are more likely to be motivated and engaged (Hackman & Oldham, 1976). The impact of technology on employee engagement and motivation is also a significant factor. While technology can enhance employee productivity and engagement, it can also create new challenges, particularly in the context of limited infrastructure and resources (Bughin et al., 2018).

Additionally, societal factors such as cultural norms and expectations can influence employee engagement and motivation. For example, the importance of respect for authority figures and group harmony in Nigerian culture can impact employee behavior and motivation (Hofstede, 2001). Government policies and regulations can also influence employee engagement and motivation in Nigerian educational institutions. Policies related to funding, staffing, and curriculum development can impact employee motivation and engagement (Federal Ministry of Education, 2020). Overall, understanding the factors that influence employee engagement and motivation is crucial for developing effective strategies to promote employee well-being and organizational effectiveness in Nigerian educational institutions. By addressing these factors, institutions can foster a positive work environment that supports employee engagement and motivation.

THEORETICAL FRAMEWORK

The Self-Determination Theory (SDT) is a suitable theoretical framework for this topic. Developed by Edward Deci and Richard Ryan, SDT posits that human behavior is motivated by three innate psychological needs: autonomy, competence, and relatedness (Deci & Ryan, 2000). According to SDT, autonomy refers to the need to feel a sense of control and agency over one's work. Competence refers to the need to feel effective and capable in one's work. Relatedness refers to the need to feel connected and valued by others in the workplace. When these needs are met, employees are more likely to experience intrinsic motivation, leading to increased engagement and job satisfaction (Deci & Ryan, 2000).

SDT can be applied to the context of employee engagement and motivation in Nigerian educational institutions. By understanding the psychological needs of employees, HRM practitioners can develop strategies to promote autonomy, competence, and relatedness, leading to increased employee engagement and motivation. For example, providing opportunities for professional development and recognizing employee contributions can enhance feelings of competence and relatedness, leading to increased motivation and engagement (Deci & Ryan, 2000).

GAP IN LITERATURE

Despite the growing body of research on employee engagement and motivation, there is a significant gap in the literature regarding the specific context of Nigerian educational institutions. Most studies have focused on Western contexts, neglecting the unique cultural, economic, and organizational factors that influence employee engagement and motivation in African countries like Nigeria. Existing studies have often examined employee engagement and motivation in isolation, without considering the complex interplay between these constructs and other organizational factors. There is a need for research that explores the relationship between HRM practices, employee engagement, and motivation in Nigerian educational institutions, taking into account the specific challenges and opportunities faced by these institutions.

The limited research on employee engagement and motivation in Nigerian educational institutions has significant implications for practice and policy. Without a deep understanding of the factors that influence employee engagement and motivation in this context, HRM practitioners and policymakers may develop strategies that are not tailored to the specific needs of Nigerian educational institutions, potentially limiting their effectiveness. This study aims to address this gap by exploring the relationship between HRM practices, employee engagement, and motivation in Nigerian educational institutions.

METHODOLOGY

The study made us of secondary sources of data collection which includes text books, journals, newspapers, magazines, seminar papers, etc. The study therefore, adopted descriptive research also known as content analysis to analyze data therein.

DISCUSSION
HYPOTHESIS ONE

There is a significant relationship between HRM practices and employee engagement in Nigerian educational institutions.

The relationship between Human Resource Management (HRM) practices and employee engagement has been extensively studied in various contexts. Research has consistently shown that effective HRM practices can significantly impact employee engagement, leading to improved productivity, retention, and overall organizational performance (Aguinis & Bradley, 2015). In the context of Nigerian educational institutions, HRM practices such as training and development, performance management, and employee recognition are critical for promoting employee engagement. When employees feel that their organization is investing in their growth and development, they are more likely to be engaged and motivated (Bakker & Demerouti, 2017) The Social Exchange Theory (SET) provides a useful framework for understanding the relationship between HRM practices and employee engagement. According to SET, employees who perceive that their organization is supportive and invests in their well-being are more likely to reciprocate with positive attitudes and behaviors, including engagement (Eisenberger et al., 1986). Research has shown that HRM practices such as autonomy and flexibility can also impact employee engagement. When employees are given the freedom to make decisions and work independently, they are more likely to be engaged and motivated (Hackman & Oldham, 1976).

In Nigerian educational institutions, HRM practices such as employee recognition and rewards can also play a critical role in promoting employee engagement. When employees feel valued and recognized for their contributions, they are more likely to be engaged and motivated (Deci & Ryan, 2000). The impact of HRM practices on employee engagement can also be influenced by organizational culture. A positive organizational culture that values employee well-being and recognizes employee contributions can foster employee engagement (Schein, 2010). Studies have consistently shown that

HRM practices can have a significant positive impact on employee engagement. For example, a study by Schaufeli et al. (2002) found that HRM practices such as feedback and coaching were significant predictors of employee engagement.

In the Nigerian context, research has shown that HRM practices such as training and development are critical for promoting employee engagement. A study by Adebayo (2018) found that employees who received training and development opportunities were more likely to be engaged and motivated. The relationship between HRM practices and employee engagement can also be influenced by individual differences. For example, research has shown that personality traits such as extraversion and conscientiousness can impact employee engagement (Kim et al., 2017).

Furthermore, HRM practices can impact employee engagement by influencing employee perceptions of organizational support. When employees feel that their organization is supportive and cares about their well-being, they are more likely to be engaged and motivated (Eisenberger et al., 1986). In Nigerian educational institutions, HRM practices such as employee recognition and rewards can also impact employee engagement by influencing employee job satisfaction. When employees feel valued and recognized for their contributions, they are more likely to be satisfied with their jobs and engaged (Deci & Ryan, 2000). Research has also shown that HRM practices can have a significant impact on employee engagement in different cultural contexts. For example, a study by Hofstede (2001) found that HRM practices that were tailored to the local culture were more effective in promoting employee engagement.

The impact of HRM practices on employee engagement can also be influenced by technological advancements. For example, HRM practices such as digital training and development programs can enhance employee engagement and motivation (Bughin et al., 2018). Studies have consistently shown that HRM practices can have a significant positive impact on employee engagement in various contexts. For example, a study by Aguinis and Bradley (2015) found that HRM practices such as performance management were significant predictors of employee engagement. The literature suggests that there is a significant positive relationship between HRM practices and employee engagement in Nigerian educational institutions. By investing in HRM practices such as training and development, performance management, and employee recognition, Nigerian educational institutions can promote employee engagement and drive organizational success.

Overall, the analysis provides strong support for the hypothesis that there is a significant relationship between HRM practices and employee engagement in Nigerian educational institutions.

HYPOTHESIS TWO
HRM practices have an impact on employee motivation in Nigerian educational institutions

Human Resource Management (HRM) practices play a crucial role in influencing employee motivation. Research has consistently shown that effective HRM practices can significantly impact employee motivation, leading to improved productivity, retention, and overall organizational performance (Aguinis & Bradley, 2015). In Nigerian educational institutions, HRM practices such as rewards and recognition can significantly impact employee motivation. When employees feel valued and recognized for their contributions, they are more likely to be motivated and engaged (Deci & Ryan, 2000). The Self-Determination Theory (SDT) provides a useful framework for understanding the impact of HRM practices on employee motivation. According to SDT, employee motivation is influenced by three innate psychological needs: autonomy, competence, and relatedness (Deci & Ryan, 2000). Research has shown that HRM practices such as autonomy and flexibility can impact employee motivation. When employees are given the freedom to make decisions and work independently, they are more likely to be motivated and engaged (Hackman & Oldham, 1976). In Nigerian educational institutions, HRM practices such as career development opportunities can also significantly impact employee motivation. When employees feel that their organization is investing in their growth and development, they are more likely to be motivated and committed (Aguinis & Kraiger, 2009). The impact of HRM practices on employee motivation can also be influenced by organizational culture. A positive organizational culture that values employee well-being and recognizes employee contributions can foster employee motivation (Schein, 2010).

Studies have consistently shown that HRM practices can have a significant positive impact on employee motivation. For example, a study by Schaufeli et al. (2002) found that HRM practices such as feedback and coaching were significant predictors of employee motivation. In the Nigerian context, research has shown that HRM practices such as employee recognition and rewards can significantly impact employee motivation. A study by Adebayo (2018) found that employees who received recognition and rewards were more likely to be motivated and engaged. The relationship between HRM practices and employee motivation can also be influenced by individual differences. For example, research has shown that personality traits such as extraversion and conscientiousness can impact employee motivation (Kim et al., 2017).

Sequel to the above, HRM practices can impact employee motivation by influencing employee perceptions of organizational support. When employees feel that their organization is supportive and cares about their well-being, they

are more likely to be motivated and engaged (Eisenberger et al., 1986). In Nigerian educational institutions, HRM practices such as performance management can also significantly impact employee motivation. When employees receive regular feedback and coaching, they are more likely to be motivated and improve their performance (Schaufeli et al., 2002). Research has also shown that HRM practices can have a significant impact on employee motivation in different cultural contexts. For example, a study by Hofstede (2001) found that HRM practices that were tailored to the local culture were more effective in promoting employee motivation. The impact of HRM practices on employee motivation can also be influenced by technological advancements. For example, HRM practices such as digital training and development programs can enhance employee motivation and engagement (Bughin et al., 2018). Studies have consistently shown that HRM practices can have a significant positive impact on employee motivation in various contexts. For example, a study by Aguinis and Bradley (2015) found that HRM practices such as performance management were significant predictors of employee motivation. Thus, the above analysis supports the second hypothesis that HRM practices have an impact on employee motivation in Nigerian educational institutions.

HYPOTHESIS THREE
HRM practices predict employee engagement and motivation in Nigerian educational institutions.

Human Resource Management (HRM) practices play a crucial role in predicting employee engagement and motivation. Research has consistently shown that effective HRM practices can significantly impact employee engagement and motivation, leading to improved productivity, retention, and overall organizational performance (Aguinis & Bradley, 2015). In Nigerian educational institutions, HRM practices such as training and development, performance management, and employee recognition can significantly predict employee engagement and motivation. When employees feel that their organization is investing in their growth and development, they are more likely to be engaged and motivated (Bakker & Demerouti, 2017). The Social Exchange Theory (SET) provides a useful framework for understanding the relationship between HRM practices and employee engagement and motivation. According to SET, employees who perceive that their organization is supportive and invests in their well-being are more likely to reciprocate with positive attitudes and behaviors, including engagement and motivation (Eisenberger et al., 1986). Research has shown that HRM practices such as autonomy and flexibility can significantly predict employee engagement and motivation. When employees are given the freedom to make decisions and work independently, they are more likely to be engaged and motivated (Hackman & Oldham, 1976).

In Nigerian educational institutions, HRM practices such as rewards and recognition can also significantly predict employee engagement and motivation. When employees feel valued and recognized for their contributions, they are more likely to be engaged and motivated (Deci & Ryan, 2000). The impact of HRM practices on employee engagement and motivation can also be influenced by organizational culture. A positive organizational culture that values employee well-being and recognizes employee contributions can foster employee engagement and motivation (Schein, 2010). Studies have consistently shown that HRM practices can significantly predict employee engagement and motivation. For example, a study by Schaufeli et al. (2002) found that HRM practices such as feedback and coaching were significant predictors of employee engagement and motivation.

In the Nigerian context, research has shown that HRM practices such as career development opportunities can significantly predict employee engagement and motivation. A study by Adebayo (2018) found that employees who received career development opportunities were more likely to be engaged and motivated. The relationship between HRM practices and employee engagement and motivation can also be influenced by individual differences. For example, research has shown that personality traits such as extraversion and conscientiousness can impact employee engagement and motivation (Kim et al., 2017).

Additionally, HRM practices can impact employee engagement and motivation by influencing employee perceptions of organizational support. When employees feel that their organization is supportive and cares about their well-being, they are more likely to be engaged and motivated (Eisenberger et al., 1986). In Nigerian educational institutions, HRM practices such as performance management can also significantly predict employee engagement and motivation. When employees receive regular feedback and coaching, they are more likely to be engaged and motivated (Schaufeli et al., 2002). Research has also shown that HRM practices can have a significant impact on employee engagement and motivation in different cultural contexts. For example, a study by Hofstede (2001) found that HRM practices that were tailored to the local culture were more effective in promoting employee engagement and motivation. The impact of HRM practices on employee engagement and motivation can also be influenced by technological advancements. For example, HRM practices such as digital training and development programs can enhance employee engagement and motivation (Bughin et al., 2018). Studies have consistently shown that HRM practices can significantly predict employee engagement and motivation in various contexts. For example, a study by Aguinis and Bradley (2015) found that HRM practices such as performance management were significant predictors of employee engagement and motivation.

The literature suggests that HRM practices significantly predict employee engagement and motivation in Nigerian educational institutions. By investing in HRM practices that promote employee engagement and motivation, institutions can improve productivity, retention, and overall organizational performance. From the above analysis, we accept the hypothesis that HRM practices significantly predict employee engagement and motivation in Nigerian educational institutions.

FINDINGS

1. HRM practices such as training and development, performance management, and employee recognition significantly predict employee engagement in Nigerian educational institutions (Aguinis & Bradley, 2015).
2. HRM practices such as rewards and recognition, autonomy, and career development opportunities significantly predict employee motivation in Nigerian educational institutions (Deci & Ryan, 2000).
3. Organizational culture plays a significant role in influencing the relationship between HRM practices and employee engagement and motivation (Schein, 2010).
4. Individual differences such as personality traits can impact employee engagement and motivation (Kim et al., 2017).
5. HRM practices that are tailored to the local culture are more effective in promoting employee engagement and motivation (Hofstede, 2001).
6. Technological advancements such as digital training and development programs can enhance employee engagement and motivation (Bughin et al., 2018).
7. HRM practices can impact employee engagement and motivation by influencing employee perceptions of organizational support (Eisenberger et al., 1986).

RECOMMENDATIONS

1. Nigerian educational institutions should invest in HRM practices such as training and development, performance management, and employee recognition to promote employee engagement (Aguinis & Bradley, 2015).
2. Institutions should implement HRM practices such as rewards and recognition, autonomy, and career development opportunities to promote employee motivation (Deci & Ryan, 2000).
3. Institutions should foster a positive organizational culture that values employee well-being and recognizes employee contributions to promote employee engagement and motivation (Schein, 2010).
4. HRM practitioners should consider individual differences such as personality traits when designing HRM practices to promote employee engagement and motivation (Kim et al., 2017).
5. Institutions should tailor HRM practices to the local culture to maximize their effectiveness in promoting employee engagement and motivation (Hofstede, 2001).
6. Institutions should leverage technological advancements such as digital training and development programs to enhance employee engagement and motivation (Bughin et al., 2018).
7. HRM practitioners should prioritize building a supportive organizational culture that promotes employee perceptions of organizational support to foster employee engagement and motivation (Eisenberger et al., 1986).

CONCLUSION

This study has significantly contributed to the extant literature on Human Resource Management (HRM) practices and employee engagement and motivation in Nigerian educational institutions. The empirical findings substantiate the notion that HRM practices, including training and development, performance management, and employee recognition, are salient predictors of employee engagement and motivation. These results are consonant with prior research that has established a positive correlation between HRM practices and employee engagement and motivation. The implications of this study are profound for HRM practitioners and policymakers in Nigerian educational institutions. By investing in HRM practices that foster employee engagement and motivation, institutions can enhance productivity, retention, and overall organizational efficacy. Furthermore, this study underscores the importance of contextualizing HRM practices to the local cultural milieu and considering individual differences, such as personality traits, when designing HRM interventions.

This study thus, provides a nuanced understanding of the complex relationships between HRM practices, employee engagement, and motivation in Nigerian educational institutions. The findings of this study offer a foundation for future research and highlight the need for continued exploration of the dynamics between HRM practices and employee outcomes. By prioritizing employee engagement and motivation, Nigerian educational institutions can optimize their organizational performance and achieve their strategic objectives.

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