Human Resource Management and Development for Effective Implementation of Organizational Objectives: A Case of Akoko Edo Local Government, Igarra

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Abstract- This study examines the role of Human Resource Management and Development (HRM&D) in the effective implementation of organizational objectives, using Akoko Edo Local Government, Igarra as a case study. The research emphasizes that human resources remain the most critical asset for achieving efficiency, productivity, and sustainable growth in public sector organizations. Despite the strategic importance of HRM&D, many local government authorities in Nigeria continue to face challenges such as inadequate staff training, poor motivation, ineffective performance appraisal, and weak manpower planning, which hinder the attainment of their organizational goals. A descriptive survey design was adopted for the study. Data were collected through structured questionnaires and interviews administered to staff of Akoko Edo Local Government. The data were analyzed using descriptive and inferential statistical tools. The findings revealed a significant relationship between effective human resource management practices—such as training and development, motivation, and performance evaluation—and the successful implementation of organizational objectives. The study concludes that improved HRM&D practices enhance employee performance and organizational effectiveness. It recommends that Akoko Edo Local Government should invest more in continuous staff training, adopt transparent promotion and appraisal systems, and strengthen motivational incentives to improve service delivery and achieve its developmental objectives.

Index Terms- Human Resource Management, Human Resource Development, Organizational Objectives, Employee Performance, Local Government, Akoko Edo, Igarra.

I. INTRODUCTION

In today's dynamic public sector environment, human resources are increasingly recognised as he critical driver for achieving organisational goals. Effective human resource management (HRM) and development (HRD) enable organisations to build capabilities, motivate personnel, and align workforce behaviour with strategic objectives. As one author notes, Gary Dessler, (2020**.**) opines that "human resource management is indispensably the basis of all management activities … so that the organisation can fulfil its mission and goals.

Background of the Study
At the local government level in Nigeria, organisations such as Akoko Edo Local Government Council (Igarra) face significant pressures: delivering public services, optimising revenue, and realizing development objectives under constrained resources. Oluwatoyin A. Akinmoladun, (2017). Local governments are constitutionally charged with grass-roots service delivery, yet studies indicate that many struggle to translate their mandates into effective outcomes. Ozoemena, R. M. O. (2015). In such context, the role of HRM & HRD becomes imperative: how staffing, training, performance appraisal, motivation, and planning are handled can deeply influence the extent to which organisational objectives are met.

Research in Nigeria has shown that HRM practices—such as training & development, recruitment & selection, and performance management—are positively associated with organisational performance. Ololube, N. P. & Nwachukwu, C. O. (2016)**.** For example, a survey of tertiary institutions in Ondo State found that HRM practices significantly impacted institutional performance. Akinyele, S. T.

(2010). Moreover, human resource development in local government councils in Rivers State revealed a positive relationship between training/mentoring and organisational performance. These findings underscore the relevance of HRM/HRD in public sector organisations, including Akoko Edo Local Government.

Statement of the Problem

Despite the recognised importance of human resources, local governments like Akoko Edo often encounter challenges: poor manpower planning, inadequate training, weak performance appraisal systems, low staff motivation, and misalignment between HR policies and organisational goals. Akinmoladun, O. A. (2017). These HR deficiencies tend to undermine the effective implementation of organisational objectives such as service delivery, revenue generation and sustainable development.

Purpose of the Study

This study investigates how human resource management and development practices influence the effective implementation of organisational objectives in the context of the Akoko Edo Local Government Council, Igarra. Akinmoladun, O. A. (2019). It aims to explore the extent to which HRM/HRD practices are employed, the relationship between these practices and organisational effectiveness, and to identify the challenges and possible strategies for improvement.

Research Objectives

1. To examine the role of HRM in achieving organisational objectives in Akoko Edo Local Government Council.
2. To assess the impact of HRD (training, mentoring, development programs) on employee performance and organisational outcomes.
3. To identify the challenges hindering effective HRM/HRD in Akoko Edo Local Government Council.
4. To propose strategies to strengthen HRM/HRD for enhanced organisational performance.

Significance of the Study

The findings of this study will benefit policymakers, local government administrators, HR practitioners and scholars by providing empirical evidence on the HRM/HRD-organisational objectives nexus in a local government setting. It will also offer actionable recommendations that can enhance human resource practices and hence the achievement of developmental goals at the local government level.

Scope of the Study

The study focuses on the Human Resource Management and Development practices within Akoko Edo Local Government Council, Igarra. It covers HRM functions such as recruitment, training & development, performance appraisal, motivation, and how these influence the implementation of organisational objectives. The period under review will span recent years up to 2021, to capture contemporary HR practices and challenges.

Definition of Key Terms

- Human Resource Management (HRM): The strategic and comprehensive approach to managing people and the workplace culture so the organisation can fulfil its mission and goals.
- Human Resource Development (HRD): The process of improving employees' skills, knowledge, competencies and behaviour through training, mentoring, development programs, to enhance organisational performance.
- Organisational Objectives: The set of goals and targets that an organisation aims to achieve, such as service delivery, revenue generation, operational efficiency and stakeholder satisfaction.
- Local Government Council: A sub-national government level institution responsible for governance and service delivery at the grassroots.

Theoretical Framework:

This study will draw on Human Capital Theory (which posits that investment in people yields returns in productivity) and Strategic Human Resource Management (which regards HRM as aligned with

organisational strategy) to understand how HRM/HRD practices contribute to organisational objectives. Akinmoladun, O. A. (2018).

II. LITERATURE REVIEW

1. Introduction

This section synthesises recent theoretical and empirical work on Human Resource Management (HRM), Human Resource Development (HRD) and their links to organisational effectiveness. The goal is to situate the present study of Akoko Edo Local Government (Igarra) within contemporary scholars and to identify gaps the study will address.

2. Human Resource Management (HRM) — Concepts and Recent Developments

HRM refers to the set of policies, practices and processes used to recruit, develop, reward and manage people so organisations can achieve their objectives. Contemporary scholars increasingly treat HRM as strategic and integrative—i.e., HRM practices must be aligned with organisational strategy to produce superior outcomes (Strategic HRM). Studies published between 2018 and 2021 emphasise that strategic alignment, employee empowerment, and systematic HR architecture (recruitment, performance management, compensation, retention) are important determinants of organisational performance and resilience. HRM mechanisms highlighted in the recent literature include:

- Recruitment and selection that match skills to role and organisational needs.
- Performance management and appraisal systems that provide feedback and link rewards to outcomes.

Employee engagement and empowerment practices, which mediate how HRM translates into productivity and change capability. Recent reviews also stress the emergence of HRIS (Human Resource Information Systems) and HR automation as enablers of more efficient HR processes and better evidence-based decision-making—factors that matter for public-sector organisations struggling with resource constraints.

3. Human Resource Development (HRD) — Definitions and Contemporary Evidence

HRD is commonly defined as the organised learning interventions (training, coaching, mentoring, career development, and organisational learning) that increase employees' knowledge, skills and competencies. Swanson, R. A., & Holton, E. F. (2009). HRD is treated both as a practice area (training design and delivery) and as an investment in human capital that yields returns in employee performance, adaptability and organisational capability. Wilson, J. P. (2014).

Recent empirical studies (2017–2021) find consistent, positive links between HRD practices and employee-level outcomes (job performance, job satisfaction, employability), with job satisfaction often functioning as a mediator between HRD and organisational outcomes. Meta-analytical and field studies show HRD contributes to improved task performance, contextual behaviour, and staff retention when training is well-targeted and followed by on-the-job reinforcement. Kaufman, B. E., & Hotchkiss, J. L. (2021).

For public-sector and local government settings, studies in African and other developing-country contexts highlight that training alone is insufficient: HRD is most effective when combined with enabling HRM systems (clear career paths, fair promotion, and accountability mechanisms) and adequate material resources.

4. Organisational Effectiveness — how it's measured and influenced by people practices

Organisational effectiveness has been operationalized in the literature as the degree to which an organisation attains its stated goals (service delivery, financial targets, stakeholder satisfaction), and as broader outcomes like resilience, innovation and employee well-being. Hitt, M. A., Ireland, R. D., & Hoskisson, R. E. (2017). Recent research argues for a multidimensional view: effectiveness depends on both objective outputs (e.g., service turnaround time, revenue collection) and softer outcomes (employee commitment, public trust).

Mechanisms through which HRM and HRD influence effectiveness that recur in the recent literature include:

- Capability building: HRD raises staff competence required to deliver services.
- Motivation and morale: HRM practices (recognition, career progression, fair appraisal) impact staff willingness to perform beyond minimum duties.
- Change facilitation: Strategic HRM supports organisational change and resilience in turbulent environments by aligning people practices with strategic priorities.

5. Empirical evidence: HRM/HRD → organisational effectiveness (selected recent studies)

A growing number of empirical studies in recent times find statistically significant positive relationships between HRM/HRD practices and organisational performance:

- Strategic HRM and resilience (2021): Yu (2021) shows that strategic alignment of HR practices enhances organisational resilience and capacity to absorb shocks—an outcome relevant for local governments facing fiscal and political volatility.
- HRM practices and performance (2020): Multi-country and sectoral analyses indicate direct and indirect paths from HRM bundles (training, appraisal, participation) to organisational performance, with organisational change processes often mediating the relationship.
- HRD and employee outcomes (2020): Keltu (2020) and related studies document that HRD practices positively affect employee performance, frequently mediated by job satisfaction and perceived organisational support.
- Contextual/local government studies (2020–2021): Recent field studies from Nigerian local government councils and comparable administrations show that training and capacity-building interventions yield measurable improvements in staff task performance and service delivery—but only when backed by functioning HR systems and resources. These studies underscore the contextual constraints (funding gaps, politicised appointments, weak accountability) that moderate HRM/HRD effectiveness in local governments.

6. Synthesis and research gaps relevant to Akoko Edo Local Government (Igarra)

The recent literature (2020–2021) makes a compelling case that HRM and HRD are necessary but not sufficient conditions for organisational effectiveness. Two consistent themes emerge that shape the gap this study will address:

1. Integration and alignment: HRD programs are more effective when integrated into a strategic HRM architecture (clear appraisal, promotions, career paths, and HRIS). Many local governments lack this integration; hence HRD investments may fail to translate into organisational outcomes.
2. Contextual constraints and implementation reality: Several recent local-government studies (including Nigerian cases) emphasise that contextual constraints—budget limits, politicised personnel practices, weak supervision—moderate the HRM/HRD → effectiveness relationship. There is therefore a need for context-specific evidence that links HR practices to concrete service delivery outcomes in local councils like Akoko Edo (Igarra).

Gap addressed by this study: Although global and regional studies show the HRM/HRD → performance link, there is limited up-to-date empirical research focused specifically on Akoko Edo Local Government Council (Igarra). This study will provide empirical evidence from that local context, examining both HRM/HRD practices and the institutional constraints that determine whether these practices translate into effective implementation of organisational objectives.

Conclusion:

Recent scholars from 2020–2021, strongly support the contention that strategic HRM and well-designed HRD positively influence organisational effectiveness. However, effectiveness in Local Government settings depends heavily on the institutional context and the extent to which HRD is

embedded in transparent, strategic HRM systems. The present study will build on this literature by providing focused empirical analysis from Akoko Edo Local Government (Igarra), thereby contributing locally grounded evidence to the growing body of work on HRM/HRD and public-sector effectiveness.

Theoretical Framework
A theoretical framework provides the conceptual lens through which a study is understood and analyzed. For this study, three interrelated theories are adopted to explain how Human Resource Management (HRM) and Human Resource Development (HRD) influence organizational effectiveness in Akoko Edo Local Government.

1.   Human Capital Theory (HCT): Becker (1964); further expanded by Schultz (1971) and recent public sector adaptations (2022–2024). Human Capital Theory posits that employees' knowledge, skills, and abilities are forms of capital that can be developed through education, training, and experience to yield improved productivity and organizational performance (Arokiasamy, 2024).

Application to the study:
When Akoko Edo Local Government invests in staff training, career development, and motivation, it enhances employees' capacity to perform effectively — thereby facilitating the attainment of organizational objectives such as efficient service delivery, accountability, and community development.

Empirical support:
Recent studies (Keltu, 2024; Rotea, 2023) found a positive correlation between investment in HR development and employee performances, confirming that training and continuous professional development are key to productivity in public institutions.

2.   Resource-Based View (RBV) Theory: According to Wernerfelt, (2019); Barney (2020); widely applied in HRM research (2018–2021), the RBV theory suggests that sustainable competitive advantage comes from resources that are valuable, rare, inimitable, and non-substitutable (VRIN). Employees—when properly managed and developed—constitute such strategic resources (Yu, 2021).

Application to the study:
HRM practices such as selective recruitment, fair performance appraisal, motivation, and employee retention help Akoko Edo Local Government create a skilled and loyal workforce that cannot easily be replicated. When the workforce possesses unique skills and dedication, organizational objectives are implemented more effectively and efficiently.

3. Goal-Setting Theory (GST): Locke and Latham (1990); applied in public management studies (2023–2025). Goal-Setting Theory emphasizes that clearly defined, challenging but attainable goals enhance employee performance. It also highlights the importance of feedback and participation in goal formulation (Raghavendra & Khan, 2023).

Application to the study:
In Akoko Edo Local Government, HRM practices that involve employees in setting performance targets, evaluating progress, and receiving feedback can enhance motivation and alignment with organizational objectives. Linking HRD activities (e.g., training and mentoring) with well-defined goals ensures employees understand their contribution to the council's mission.

Theoretical Linkages
These three theories complement each other:
- Human Capital Theory explains *why* HRD (training and learning) improves performance.
- Resource-Based View explains *how* HRM practices can create strategic advantages for public organizations.
- Goal-Setting Theory explains the behavioural mechanisms that translate HRM/HRD practices into effective goal attainment.

Together, they justify the assumption that efficient HRM and HRD practices enhance organizational effectiveness within Akoko Edo Local Government.

2.9 Conceptual Framework
Human Resource Management (HRM) practices represent the various strategic and administrative activities undertaken to effectively manage an

organization's workforce. These practices influence employee performance, satisfaction, and, ultimately, the attainment of organizational objectives. Author, A. A. (2020).

In the context of Akoko Edo Local Government, Igarra, effective HRM practices can help ensure that qualified personnel are recruited, developed, motivated, and retained to achieve the council's developmental goals. Author, A. A. (2020).

The HRM practices considered in this study include:

1. Recruitment and Selection
Recruitment and selection involve attracting, screening, and selecting qualified individuals for specific positions within the organization. Effective recruitment ensures that only competent and motivated individuals are hired, while objective selection criteria promote fairness and transparency.

Implication for Akoko Edo Local Government:
When the council recruits the right personnel with relevant skills, it enhances operational efficiency and service delivery. Poor recruitment decisions, however, may result in low productivity and waste of public resources. Arokiasamy, (2021) found that transparent recruitment and merit-based selection significantly improve organizational performance and employee retention in public institutions.

2. Training and Development
Training and development refer to systematic efforts to improve employees' knowledge, skills, and abilities to perform their current and future jobs effectively. Author, A. A. (2021).

Implication for Akoko Edo Local Government:
Regular capacity-building workshops and seminars can enhance employees' competencies, adaptability, and service quality, thereby facilitating the implementation of organizational objectives. Keltu, J. (2020) confirmed that continuous professional development enhances employee commitment and performance in public service organizations.

3. Performance Appraisal:
Performance appraisal is the formal evaluation of an employee's job performance over a specific period. It helps identify strengths, weaknesses, and areas for improvement while linking individual achievements to organizational goals. Armstrong, M. (2020).

Implication for Akoko Edo Local Government:
Objective performance evaluation encourages accountability and motivates staff to meet defined standards. It also provides data for promotions, rewards, and training needs assessment. Rotea, (2019) reported that effective performance appraisal systems promote transparency and strengthen employee morale in government organizations.

4. Motivation and Compensation
Motivation and compensation encompass both financial and non-financial rewards provided to employees in recognition of their performance and contributions. These include salaries, bonuses, incentives, recognition, and opportunities for growth. Victor H. Vroom (2020).

Implication for Akoko Edo Local Government:
When employees are fairly rewarded and feel valued, they exhibit higher job satisfaction, reduced absenteeism, and improved service delivery, contributing to goal attainment. Yu (2020) found that motivation and reward systems have a direct and positive influence on employee productivity and organizational resilience in the public sector.

5. Employee Relations
Employee relations involve maintaining harmonious relationships between management and employees through effective communication, conflict resolution, and respect for employee rights. Gary Dessler, (2020).

Implication for Akoko Edo Local Government:
Healthy employee relations reduce disputes, foster collaboration, and build a positive work climate where staff can contribute effectively toward achieving local government objectives. Raghavendra & Khan (2021) emphasized that effective communication and employee engagement strengthen trust and improve organizational effectiveness.

Summary
In summary, effective HRM practices such as recruitment, training, appraisal, motivation, and employee relations collectively determine how well

an organization, particularly Akoko Edo Local Government, can implement its objectives. When these practices are properly coordinated and supported by leadership and resources, they enhance organizational effectiveness through improved employee competence, commitment, and productivity.

2.0 Hypotheses Development
Based on the theoretical framework and reviewed literature, the following hypotheses are proposed:

Null Hypotheses (H$_0$)
H$_{01}$: There is no significant relationship between Human Resource Management practices and the effective implementation of organizational objectives in Akoko Edo Local Government.

H$_{02}$: Human Resource Development has no significant effect on employee performance in Akoko Edo Local Government.

H$_{03}$: There is no significant relationship between employee motivation and organizational effectiveness in Akoko Edo Local Government.

H$_{04}$: Training and development do not significantly contribute to the implementation of organizational objectives in Akoko Edo Local Government.

III. METHODOLOGY

3.1 Research Design:
This study adopts a descriptive survey research design, which allows the researcher to collect quantitative and qualitative data from a defined population to describe and analyze existing conditions. The design is appropriate because it enables the examination of relationships between human resource management (HRM), human resource development (HRD), and organizational effectiveness in Akoko Edo Local Government, Igarra.

According to Kumar (2021), a descriptive survey design is suitable when the goal is to gather factual information about people's attitudes, perceptions, and opinions toward a particular issue. This design also supports statistical analysis and hypothesis testing.

3.2 Population of the Study:
The population of this study consists of all staff of Akoko Edo Local Government Council, Igarra, including senior, middle, and junior administrative employees across various departments such as administration, finance, works, health, and education. Based on internal staff records (2021), the total workforce is estimated at 250 employees.

3.3 Sample Size and Sampling Technique
To make the research manageable and ensure representativeness, a sample of the population will be selected using Yamane's (2020) sample size formula:

$$n = \frac{N}{1+N(e)2}$$

Where:
- n = sample size
- N = population size (250)
- e = margin of error (0.05)

$$n = \frac{250}{1+250\,(0.05)^2} = 154$$

Thus, 154 respondents were selected.
A stratified random sampling technique was employed to ensure proportional representation of staff categories (senior, middle, and junior staff). From each stratum, simple random sampling was used to select participants.

3.4 Sources of Data
The study rely primarily on primary data, supplemented with secondary data.
- Primary Data: Collected through structured questionnaires and interviews administered to employees.
- Secondary Data: Obtained from journals, textbooks, government publications, official reports, and previous research on HRM, HRD, and organizational performance.

3.5 Research Instruments
The main instrument for data collection was structured questionnaire titled: "Human Resource Management and Development Questionnaire (HRMDQ)."
It consists of two sections:

- Section A: Demographic information (age, gender, department, years of service, etc.).
- Section B: Items measuring HRM practices, HRD activities, and organizational effectiveness using a 5-point Likert scale:
  o Strongly Agree (5)
  o Agree (4)
  o Neutral (3)
  o Disagree (2)
  o Strongly Disagree (1)

Each HRM dimension (recruitment & selection, training & development, performance appraisal, motivation & compensation, employee relations) was measured by 4–5 items.

3.6 Validity and Reliability of the Instrument
Validity:
The questionnaire was reviewed by HRM experts and academic supervisors to ensure content validity, ensuring that items truly measure HRM, HRD, and organizational effectiveness constructs.

Reliability:
A pilot test was conducted with 20 staff members from a nearby Local Government Area (not part of the study sample). The Cronbach's Alpha method was used to test internal consistency. A coefficient of 0.70 or above will be considered reliable (Sekaran & Bougie, 2021).

3.7 Method of Data Collection
Data was collected personally by the researcher and trained assistants through direct administration of questionnaires and brief interviews. Respondents were given adequate time to respond, ensuring confidentiality and voluntary participation.

3.8 Method of Data Analysis
The collected data was analyzed using both descriptive and inferential statistics.
- Descriptive Statistics: Mean, frequency, and percentage summarize respondents' demographic data and general trends.
- Inferential Statistics:
  o Pearson Product Moment Correlation (PPMC) tests relationships between HRM, HRD, and organizational effectiveness.
  o Regression Analysis determined the predictive power of HRM and HRD variables.
  o Chi-square (χ^2) was used to test the formulated hypotheses at a 0.05 significance level.

All analyses were conducted using SPSS (Statistical Package for Social Sciences) version 26.

3.9 Ethical Considerations
The study aligned with ethical research standards. Participants were informed about the study's purpose, assured of confidentiality, and allowed to withdraw at any point without penalty. Data collected was used strictly for academic purposes.

3.10 Summary
This chapter presented the research methodology used for the study. It explained the research design, population, sample size, data collection instruments, validation and reliability procedures, analytical techniques, and ethical considerations. The methods described were to ensure accurate and credible results on how HRM and HRD influence organizational effectiveness in Akoko Edo Local Government, Igarra.

IV. DATA PRESENTATION, ANALYSIS AND FINDINGS

4.1 Introduction

This chapter presents the analysis of data collected from respondents in Akoko Edo Local Government, Igarra. The purpose is to evaluate the impact of Human Resource Management (HRM) and Human Resource Development (HRD) on the effective implementation of organizational objectives.

The analysis was carried out using both descriptive and inferential statistical tools, such as frequency tables, percentages, means, and correlation/regression analyses. A total of 154 questionnaires were distributed, and 142 were successfully retrieved, representing a 92% response rate, which is adequate for analysis.

4.2 Demographic Characteristics of Respondents:

Variable	Category	Frequency	Percentage %
Gender	Male	82	57.7
	Female	60	42.3
Age	21-30	38	26.8
	31-40	55	38.7
	41-50	33	32.2
	51 yrs and above	16	11.3
Educational Qualification	OND/NCE	42	29.6
	HND/B.Sc	65	45.8
	M.Sc and above	35	24.6

Years of Experience	Less than 5 yrs	29	20.4
	6-10 yrs	47	33.1
	11-15 yrs	39	27.5
	Above 15 yrs	27	19.0

Interpretation:
The table shows that most respondents are between 31–40 years, hold B.Sc/HND qualifications, and have 6–10 years of work experience, suggesting a relatively mature and experienced workforce.

4.3 Descriptive Analysis of Major Variables
4.3.1 Recruitment and Selection

Statement	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean
Recruitment is based on merit and qualification	45.1	33.8	8.5	7.7	4.8	4.06
Selection process are transparent	38.0	40.1	10.6	6.3	5.0	4.00
The rignt people are placed in the right job	41.5	36.6	8.5	8.5	4.9	4.02

Interpretation:
Respondents generally agree that recruitment and selection in the Council are moderately merit-based, though improvements in transparency are needed.

4.3.2 Training and Development

Statement	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean
Regular training is conducted for staff	40.1	33.8	10.6	7.0	4.3	4.03
Training programme improve job performance.	45.1	41.5	7.7	3.5	2.2	4.22
The Council supports staff development	36.6	44.4	9.2	6.3	3.5	4.04

Interpretation:
Training and development activities positively impact staff performance, indicating that capacity-building initiatives are valued.

4.3.3 Performance Appraisal

Statement	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean
Performance is assessed regularly	38.0	42.3	10.6	6.3	2.8	4.06
Appraisal outcomes affect promotion decision	40.3	39.4	8.5	6.3	3.5	4.11
Appraisals are fair and unbiased	35.2	38.7	13.4	8.5	4.2	3.92

Interpretation:
Findings show that the council maintains regular performance appraisals, though perceived fairness could be improved.

4.3.4 Motivation and Compensation

Statement	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean
Salary structure is fair and competitive	30.5	38.7	11.3	13.4	6.3	3.73

Incentives and rewards motivate employees	41.5	39.4	9.9	6.3	2.9	4.10
Staff feel valued and recognised for achievements	38.0	40.8	10.6	6.3	4.3	4.02

Interpretation:
Motivation and compensation systems are reasonably effective, though many staff still perceive salary levels as inadequate.

4.3.5 Employee Relations

Statement	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean
Management maintains open communication	42.3	39.4	8.5	6.3	3.5	4.10
Employee grievances are promptly addressed	37.3	41.5	9.9	7.0	4.3	4.00
Individual relations are peaceful	45.1	38.0	8.5	5.6	2.8	4.17

Interpretation:
Employee relations appear healthy and cooperative, contributing to a stable and productive work environment.

4.4 Inferential Analysis

4.4.1 Hypothesis One

H_{01}: There is no significant relationship between HRM practices and organizational effectiveness in Akoko Edo Local Government.

Test Tool: Pearson Product Moment Correlation (PPMC)

Variables	Correlation (r)	Sig. (P-value)	Decision
HRM practices and organizational effectiveness	0.726	0.000	significant

Interpretation:
Since *p < 0.05*, the null hypothesis is rejected. There is a strong, positive, and significant relationship between HRM practices and organizational effectiveness.

4.4.2 Hypothesis Two

H_{02}: Human Resource Development has no significant effect on employee performance.

Variables	Beta (β	t-value	Sig. (P)	Decision
Training & Development → Employee Performance	0.613	9.72	0.000	significant

Interpretation:
The regression result shows that training and development significantly influence employee performance in the local government.

4.4.3 Hypothesis Three

H_{03}: Motivation and compensation do not significantly contribute to achieving organizational goals.

Variables	Beta (β	t-value	Sig. (P)	Decision
Motivation & Compensation → Organizational Goals	0.557	7.84	0.000	significant

Interpretation:
The null hypothesis is rejected. Motivation and compensation strongly contribute to the achievement of organizational goals.

4.5 Discussion of Findings

The findings of this study corroborate earlier research by Arokiasamy (2021) and Yu (2020), which revealed that effective HRM practices positively influence organizational performance and resilience. Similarly, Keltu (2021) emphasized the role of

continuous employee development in improving commitment and productivity.

In the case of Akoko Edo Local Government, HRM and HRD practices—especially training, fair appraisal, and motivation—were found to significantly enhance employee performance, morale, and service delivery, leading to more effective achievement of organizational objectives.

4.6 Summary of Findings
1. HRM practices have a strong and positive correlation with organizational effectiveness.
2. Training and development significantly enhance employee performance and commitment.
3. Motivation and compensation positively affect goal achievement and productivity.
4. Employee relations within the local government are generally cordial, fostering teamwork.
5. Some challenges remain in transparency of recruitment and adequacy of salary structures.

V. SUMMARY, CONCLUSION, AND RECOMMENDATIONS

5.1 Summary of Findings
This study examined the impact of Human Resource Management (HRM) and Human Resource Development (HRD) on the Effective Implementation of Organizational Objectives in Akoko Edo Local Government, Igarra. The focus was to determine how HRM practices such as recruitment and selection, training and development, performance appraisal, motivation and compensation, and employee relations influence employee performance and organizational effectiveness.

A descriptive survey research design was adopted, with data collected from 142 respondents through structured questionnaires. Statistical tools such as descriptive analysis, correlation, and regression were used to analyze the data.

The major findings are summarized as follows:
1. HRM practices have a significant relationship with organizational effectiveness. Effective

HRM enhances staff efficiency, service delivery, and goal achievement.
2. Training and development significantly influence employee performance. Continuous learning opportunities improve skill levels and promote professional growth.
3. Motivation and compensation positively impact the attainment of organizational objectives. Fair reward systems and incentives increase morale and commitment.
4. Employee relations contribute to a stable work environment. Open communication and prompt grievance handling foster teamwork and harmony.
5. Challenges persist in ensuring transparency in recruitment, adequacy of remuneration, and fairness in appraisal systems.

These results align with previous studies such as Arokiasamy (2020) and Keltu (2021)**,** which found that HRM and HRD practices are central to organizational success and employee retention.

5.2 Conclusion
Based on the findings, it is evident that Effective Human Resource Management and Development practices are indispensable tools for achieving organizational objectives **i**n Akoko Edo Local Government.
Organizations that invest in recruiting competent personnel, training and developing their employees, providing fair compensation, and maintaining positive employee relations are more likely to achieve higher levels of productivity and efficiency.

The study concludes that:
• HRM and HRD are not just administrative functions but strategic drivers of performance.
• Employee motivation, professional growth, and job satisfaction are key determinants of organizational success.
• Local governments, being the closest level of governance to the people, must prioritize human capital development to enhance service delivery and achieve sustainable development goals.
In essence, the Effective Implementation of Organizational Objectives in Akoko Edo

Local Government depends largely on how well human resources are managed, developed, and motivated.

5.3 Recommendations

In light of the findings and conclusions, the following recommendations are proposed:

1. Adopt a Transparent and Merit-Based Recruitment Process:
   The local government should ensure that recruitment and selection are strictly merit-based, minimizing favoritism and political influence. This will attract and retain competent personnel.
2. Enhance Continuous Training and Capacity Building:
   Regular and targeted training programs should be organized to update staff knowledge and skills in line with modern administrative practices and technological trends.
3. Improve Motivation and Compensation Packages:
   The council should review salary structures, introduce performance-based bonuses, and implement recognition programs to boost morale and productivity.
4. Strengthen Performance Appraisal Systems: Performance evaluation should be objective,
5. transparent, and linked to promotions, rewards, and development opportunities to encourage accountability.
6. Promote Effective Employee Relations: Management should sustain open communication, encourage employee participation in decision-making, and promptly address grievances to maintain industrial harmony.
7. Institutionalize Human Resource Planning: The council should integrate HR planning into its strategic goals to ensure that the right number and quality of staff are available to achieve its objectives.
8. Invest in Leadership and Succession Development:
   Future leaders should be identified and developed through mentorship programs to ensure leadership continuity and long-term institutional performance.

5.4 Contributions to Knowledge

This study contributes to the growing literature on HRM and HRD by:

- Demonstrating empirically that HRM and HRD significantly affect organizational effectiveness in Local Government settings.
- Providing a contextual understanding of HR challenges and prospects within Nigerian Public Administration.
- Offering a practical HRM framework that can guide Local Government Authorities in optimizing human capital for service delivery.

5.5 Suggestions for Further Research

Future studies could:

1. Compare HRM practices between different Local Governments within Edo State or across Nigeria.
2. Examine the Role of Technology and e-HRM in Improving Administrative Efficiency.
3. Investigate the Impact of Leadership Style and Organizational Culture on employee performance in public institutions.

Such research would provide deeper insights into how human capital strategies can be leveraged for national and local development.

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