

Human Resource Management Practices And Employee Morale In Nigeria Army (1979-2016).

Adewale Isaac Obey

University of Uyo, Uyo

+23407038094873

adewaleobey@gmail.com

ABSTRACT: Based on the human resource management practices quagmire and its effects on Nigerian soldiers' morale in their rules of engagement, with which its consequence may pose a great threat on national wealth, people and the territory. Thus, the work tends to investigate the influence of human resource management practices on Nigerian army morale in observing its core objective as the cradle of national freedom. Descriptive survey method of research adopted for this study. Using the stratified random sampling and purposive sampling technique, 281 respondents emerged as the sample size. The study adopted both qualitative and quantitative data. The questionnaire consists of six sections with 42 triangulated items. Descriptive statistics based on research questions was calculated utilizing frequency count, simple percentage. Chi-square and ANOVA were employed to determine the influence of human resource' socio-demographic variables on their morale state and fire fight. The study among others proved that: selection procedure of soldiers for training has impact on organizational performance. Respondents were of the verdicts that morale has a great deal of influence on organizational fire fight. The soldiers ascertain that personnel perception of human resource management determine the organizational fulfillment. Recommendations that can improve human resource operations and foster soldiers' morale were made among others: Political incursion into selection procedure of both officers and rank and file cadres was identified which have a great impact on the personnel's performance; whereby mediocre were recruited therefore, Human Resource Management should be independent in order to select by merit whereby, positive impact will be on the organization's performance either in the face of internal or external threat. Hence morale is a mental state of troops to actualize the organizational core objective; the human resource management should use its bargaining power, technical and strategic skills to implement policies that standardizes the morale of Nigerian army; thus to instill culture that will become organizational citizenship behaviours to keep men's morale at maximum level, and for optimum performance.

Keywords: Human Resource Management Practice; Morale and Employee Performance.

Introduction

The outcome of deep research on human resource management practices and employee morale in Nigeria army confirmed the central and inevitable role of HR; to build an enabling environment for soldiers (stimulate the dormant potential to work in terms of high commitment). To represent a critical resource of Nigeria army and demonstrate the positive impact of various practices in human resource management on Nigeria army firefight and competitiveness in the region and the Dark Continent (Armstrong, 2007 p. 40–41). It is obvious that organizational performance and competitiveness are determined by soldiers' performance. If Nigeria army applies appropriate practices in human resource management that stabilizes troop's morale, they can positively influence organizational performance and competitiveness through various factors influencing soldiers' performance. Hence the territory, wealth and people's defense are seen as their destiny through the posed positive culture portray by the HR.

Nigeria Army Challenges and Erratic Performance

Globally, military is made up of: army, navy, and air force but in Nigeria, army has taken over virtually all facets of military such as amphibious obliged to take over Rivers and Bayelsa State waterways during militancy, while airborne takes over parts of air force responsibility. Thus, make army to be prioritized above other arms of Armed Forces in the nation. Retrospectively, it was during the (former) president Goodluck Ebele Jonathan that, Nigeria experienced air force becoming Chief of Defense Staff (CDS) for the very first time. It has always army, all the head of state Nigeria had been from army. Thus, has created vast gap among the armed forces which consequently eroding the national defensive capability of wealth, territory and the people. Its primary mandate is to defend the state from external and internal threats. Meanwhile, after independence in 1960, army was able to repelled secessionist from the former Eastern region tagged Republic of Biafra in 1967, now IPOB. Since the 1960, army has been contributing to various internal security operations, assisting the police and other civil authorities to restore law and public order. It has also unilaterally and bilaterally contributed substantially to ECOMOG peacekeeping operations, regional peace operations authorized by the Economic Community of West African States (ECOWAS), operations mandated by the African Union (formerly OAU) United Nation (UN). Its advance training institutions perpetually fascinate officers from foreign militaries; in the last decades the military has been in geometrical decline, for Its inability to neutralize nor subdue the insurgency (militant groups) in Niger Delta, left the government with no option other than to offer the militants an amnesty in 2009. In 2012, it was unable to deploy at front-line

operations under the Africa-led International Support Mission in Mali (AFISMA) against al-Qaeda-affiliated rebels, even when the affected nation demanded. Loss of territory, equipment, and Soldiers to Boko Haram insurgency, particularly in 2014, early 2015 and middle of 2020/early 2021, and now banditry, kidnapping including secessionist have exposed deep flaws of Nigerian army compare to the fame she had gained in the region and continent before now. All the degraded status of Nigerian army could be traced to politicization, prebendalism, ethnic and religious differences permeated Nigeria army; whereby army hegemonies incursion into human resource management practices, influencing selection and perception of HR biasness also leadership sentiment, nepotism, and favouritism that paves way for mediocrity rather than meritocracy. That has created vacuum and wide gap that crippled the soldiers' morale in their core duty, and such make Nigeria sovereignty to be porous for insurgents to infiltrate. Whereby, the Sovereign collapsed and emerged as failed State.

Human Resource Management Practices

Scholars have clearly defined human resource management concept in various ways. Quresh et al., (2010) defined human resource management as "the policies and practices needed to carry out the people or human resource aspect of a management position including: selection, training, performance and promotion appraisal, compensation and encouraging employee participation in decision making". Therefore, Quresh et al., (2010) stated that, employees could be influenced to take part in making decisions concerning organization through effective human resource management practices. Besides, Shah Nawaz and Juyal (2006) stated that, "HRM involves all management decision and practices that directly affects the people or human resource who work for the organization." Therefore, they highlighted human resource management as "the overall philosophy about the organisation and how people should be managed and is not merely limited to certain specific functions where human resource management focuses on congruence and commitment instead of compliance and control." Armstrong (2009) stresses the human resource management as the process of increasing knowledge, skills, and the capacity of people in the society. Despite the application of technology in modern business management, human resources are still relevant and most adaptive resource of the organization.

Human Resource Management and Organizational High Performance

The strategic values of human resource management stems from the fact that, apart from other resources employed in the course of production (Land, capital, technology etc.) which is passive, human resources are endowed with discretionary decision making power and this have competitive advantage over other resources. The challenges of development are to improve the quality of life, which the economist argue that, it is the human resources of a nation, not its physical capital or its natural resources that ultimately determine the character and pace of its economic and social development. Not gold but only men can make a nation great and strong. Gee, and Grad (1995) stated fundamentally that, men are the key to all problems, not money, funds are valuable only when used by trained, experienced, and devoted men and women, and such people on the other hand can work miracles even with small resources will draw wealth out of a barren land. In strategy policy, it is not weapon nor tactics, but the man behind the weapon that bring victory such as Lt. Col Abu Ali (artillery) of Nigerian army in the northeast insurgents' fight. The fusion of computing and communication has broken the bonds of cost, time and distance launching an era of global information, networking communication, change economic, competition, empowerment and culture, inspiring global conversation. The emergence of globalization favoured by the fact that, our society is now organized around knowledge of production, having evolved from an industrial development mode. The management of human resource is complex and problematic because the individuals as soldier hardly adapt or voluntarily embrace the objectives of the organization. As Individual, the soldiers have needs, aspirations, motivations, desires and interests which Influences their behaviour at work but unfortunately, these objectives are sometimes in conflict with corporate objectives of the organization. In efforts to reconcile these conflicting interests, Human Resources Management and planning are useful tools employed in harmonizing the needs of the soldiers with the goals and objectives of the organization on a continuous basis on the job. Many researches on HRM practices have been conducted from time to time and scholars have identified different practices by different names. As quoted in Kok et al., (2003), researchers variously refer to certain sets of HRM practices influenced by the HRM Profession as "best practice," or "high-performance." Huselid, (1995) "formal," Heneman and Berkley, (1999) "sophisticated," Wagner, (1998) as "professional" Gnan and Songini, (2003); Matlay, (1999), and Pfeffer (1998) argued the most appropriate term is "Best HRM Practices."

Effect of Culture and Morale on Soldiers Performance

Culture is the personality of an organisation; it is deeply rooted and taken for granted but its effects and memory lives as the soul lives. Culture guides soldiers on how to think, feel, and act. Soldiers' sense of morale is a key component of organizational culture. If low morale or negativity grab hold, and becomes the 'Culture,' it can break the troop's agility causing great damage to the effectiveness of the organizational performance as currently in Nigeria, and how its effects cut across all facets of lives; that makes citizenry defenseless and this culture always wins.

2.7.3 Types of Morale

High Morale: exists when soldier attitudes are favourable to the total situation of a group and to the attainment of its core objectives represented by terms such as team spirit, zeal, enthusiasm, loyalty, dependability and resistance to frustration; thus a song, 'every simulation higher, higher/2x, every sensation higher, higher/2x are you tired? No/3x; are you rugged? Yes /3x.' This high spirit is sure of victory at all point because, it embraces coherency, cooperation, and collective protection.

Low Morale: exists when attitudes inhibit the unwillingness and inability of an organisation to attain its objectives, described by phrases such; apathy, bickering, jealousy, pessimism, disobedience to the orders of the commanders at various levels, insubordinate behaviours, negligent of duty. Unwilling cooperation for the attainment of organisational objectives, disloyalty to the own troop, zero discipline, dislodgement, waste of ammunition and weapons; again, loosing no man's land and territory to enemy.

Indicators of High Morale

High degree of interest in the job; compliance to precepts, display of initiative; pride in the organisation, demonstrating team spirit, clear job specification, display faith in soldier's possessing no man's land, neutralizing enemy effective fire within giving timeframe, zero casualty, zero loss of weapon, low wastage of ammunition and mission accomplishment within stipulated time.

Indicators of Low Morale

Low degree of morale is said to be syndrome and contagious, workplace conflicts that may be both interpersonal and inter unit, or core. Sense of negativity, lack of cooperation, absence of esprit de corps, high rate of AWOL, incoherencies among the soldiers', desertion, mutiny, clamour for RCA, violating the commanders order, lack of pride in the career, high rate of excuse duty, high rate of charges and order based on the rate of disobedience to both particular and standing order, gross insubordination. Manifestation of all forms of discrimination within the army, such as: ethnicity (ethnocentrism), god-fatherism, and religious differences. Thus will weaken the defensive capability of Sovereign territorial landmark as such, expose the territory, wealth, and people to threat that will subject the nation to hurdle in all facets of life.

Indicators for Measuring Morale

Morale is an intangible and subjective concept; it cannot be directly measured or evaluated. A properly designed programme has therefore, to be utilized to test the morale of individuals in Nigeria army. Morale could be measured using following indicators: morale survey, soldier's performance, defensive/offensive capability, winning the firefight, rate of discipline and initiatives for building

Empirical studies reviewed

History of Nigeria Armed Forces

The Nigerian Armed Forces of Federal Republic of Nigeria have its origins in the elements of the Royal West African Frontier Force (RWAFF) that indigenized when independence was granted in 1960. In 1956 the NR of the RWAFF was renamed the Nigerian Military Forces, and in April 1958 the colonialist in Nigeria took over from the British war office control of the NMF and later changed to Nigerian Armed Forces, comprises of Army, Navy and Air Force; with which it was consolidated in 1964 with Nigerian Defence Academy at Kaduna where officers will be indoctrinated with esprit de corps, and recently the other ranks of Armed Forces are being trained at Depot NA in Zaria and Kano to ensure coherency among the troops of NAFs and to meet up the need for more soldiers' in the various theatre axis. However, the guidelines on the NAFs operations are entrenched in Nigerian constitution, which supersedes both Decree and Edit codified in Terms and Condition of Service that guides armed forces operations, but been highly politicized by hegemony prebendalism, ethnocentrism, religion differences influence has reduced the standard.

The Challenge of Military Reform

The Nigerian military comprises an army, navy and air force. Its primary mandate is to defend the state from external and internal threats. Soon after independence in 1960, it suppressed a secessionist bid by the former Eastern region that declared itself the Republic of Biafra in 1967. Since the 1960s, it has contributed to several internal security operations, helping the police and other civil authorities to restore law and public order. It has also contributed substantially to UN peacekeeping operations, regional peace operations authorized by the Economic Community of West African States (ECOWAS) and operations mandated by the African Union (AU). Its advance training institutions continue to attract officers from foreign militaries. In the last decade the military has been in steep decline, for its inability to subdue the insurgency by militant groups in the Niger Delta left the government with no option other than to offer the militants an amnesty in 2009. In 2012, it was unable to deploy at front-line operations under the Africa-led International Support Mission in Mali (AFISMA) against al-Qaeda-affiliated rebels. Losses of territory, personnel and equipment to Boko Haram insurgency, particularly in 2014 and early 2015 exposed deep flaws. In January 2015, General (Rtd.) Muhammadu Buhari, a former military head of state and then presidential candidate of the All Progressives Congress (APC), said it was "a big disgrace" that smaller and poorer neighbours Cameroon, Chad and Niger had been more successful in battling Boko Haram than Nigerian forces.

History of the Nigeria Army

History of the Nigerian Army dates to 1863, when Lt Glover of the Royal Navy elected 18 indigenes from the Northern part of the country and organized them into a local force, known as the "Glover Hausas"; the small force was used by Glover as governor of Lagos to mount punitive expedition in the Lagos hinterland and to protect British trade routes around Lagos. In 1865, the "Glover Hausa" became a regular force named "Hausa Constabulary" and performed both police and military duties for the Lagos colonial government and it later became "Lagos Constabulary", then incorporated into the West Africa Frontier Force 1901,

and became “Lagos Battalion”. Northern Nigeria in 1886, and the Oil Rivers irregular in 1891, thus in 1889, Lord Fredrick Lugard formed the incipient body of what was tagged in 1890 as the WAFF in Jebba, Northern Nigeria. The new unit expanded by absorbing the Northern Nigeria-based elements of the RNC; by the end of 1901, all paramilitary units had been incorporated into British dependencies command, thus WAFF led the merger of all units into regiment in each of the dependencies. The merger in Nigeria produced the Northern Nigerian Regiment and Southern Nigerian Regiment; the first commanders of the Southern Regiment of WAFF were Lt CHP Carter (1899-1901) and Col J Wilcox (1900-1909) respectively. Lord Lugard later used the two regiments for expeditions during the annexation of Nigeria between 1901 and 1903; nevertheless, with the amalgamation of Nigeria in 1914, the unification of the Northern and Southern Regiments became expedient that witnesses the birth of the Nigerian Regiments.

The Northern Nigeria Regiment became the first and second Battalions of the Nigeria regiment, while the Southern Nigerian Regiment became the third and fourth Battalions of the Nigeria Regiment. The mounted infantry of the NRs became ordinary infantry Battalion after the World War II, a field artillery was formed up in the NRs. Be that as it may, the visit of Queen Elizabeth of Britain between 28th January and 15th February 1956, renamed Nigerian regiment to be Queens Own Nigerian Regiments that same year, the regionalization of the WAFF was made and each military force became independent of each other due to that, the QONR became the Nigerian Military Force. At early June 1958, the British Army Council in London relinquished control of NMF to the Nigeria government. In 1960 When Nigeria became independent, NMF renamed as RNA when Nigeria became a republic, the RNA was changed to the Nigerian Army, that same year inclusive: Army uniforms, rank structure and instruments was changed from that RWAFF to new ones with green khaki uniform as it suits our Nigerians.

Empirical Commanders Approach Implication

Combat power requires both tangible and intangible elements to accomplish any given mission successfully; either in internal or external aggressions. Firepower and maneuverability make up the intangible elements; akin to that, that is pivot to battle success is the aspect of morale as the combat power increases. Morale whose relevance is universally accepted is included in the principles of war by various strategists. Military commanders at various cadres should be able to assess the morale of their men by being sensitive to the indicators of high and low morale so that they would not be misled by their wishful thinking. It is expedient to take pragmatic action to set things in order; for the sake task accomplishment void excuses (i.e. error, mistake and failure). The soldiers' morale has always been the subject of discussion by the military hegemony from tongues with absence of passion or optimism. Though, studies have been conducted on the subject of morale, none were done in an integrative manner; there are accurate and reliable method of measuring morale among the soldiers with the implementation of the Situational Forces Scoring (SFS) for combat readiness assessment to assist the unit commanders in ascertaining their unit's combat readiness. The need for the morale measuring instrument is all the more apparent, with which the SFS model of combat readiness encompasses firepower, human capital, mobility, equipment, training, communication, respect for humanity, taking cognizance of sacrificial life of soldiers, and all other intangible elements affecting combat readiness; morale stands most prominent and the incorporation of the measurement of morale into SFS would therefore enhance SFS's measure of combat readiness. An important step to learning about individual morale would be to construct a reliable and valid measure of the concept. Although they reported some evidence for the scale's convergent validity, its reliability is low and there are indications of a halo effect in the ratings. Hence this study means to develop an instrument for measuring the soldiers' morale. In this work, the main intent is to describe the process of developing a valid and reliable instrument for measuring and evaluating the extent of morale among the soldiers in the Army. The specific objectives of this paper are: To examine the process of developing the instrument for measuring morale of soldiers in Army. To ascertain the validity and reliability of morale instrument developed based on dimensions identified.

Materials and Method

The process of developing the instrument for measuring morale was divided into two phases. The first phase was to identify relevant dimensions for measuring morale. The second phase involved a series of focus group discussions focus on the content validity of the instruments. It was a real challenge for the research team to establish the relevant dimension of morale according to the objectives of the research. Since this research is not a replication of any previous studies, the research team had to develop the instrument from scratch. In the first phase, the available literature on morale was gathered and reviewed. The researchers note that in the past, scholars of different academic schools have developed a number of dimensions for measuring morale. Consequently, for the purpose of measuring morale, the review suggests a number of general, important, and potentially interactive dimensions to be examined in the Army's context: Team's task and objective to be accomplished, Mental/Psychological state, Selflessness, Affective state, Team cohesion and Individual soldier's spiritual state. The task of drafting and structuring the instrument was time-consuming as it involved a series of meetings and discussions among the research team members as well as together with invited military officers who are conversant in the subject matter. Modifications to the instrument were made based on feedbacks from research team members through a series of workshops, where some items were rephrased, combined or deleted, where appropriate, for the purpose of clarity and accuracy.

Conclusion

Two specific objectives of this paper have been addressed as follows to describe the process of developing an instrument for measuring a soldier's morale, to assess the validity and reliability of morale instrument developed based on dimensions identified.

Through intensive review of the literature, six dimensions with 41 items were identified for measuring the morale. To measure the morale, a 10-Likert scale item was used. The construct and content validity have been assessed through FGDs with invited subject matter experts. High reliability was obtained with the Cronbach's alpha value ranges from 0.80 to 0.90 exceeding Nunnally and Bernstein (1994) recommended a threshold of 0.70 and overall results of measurement models. The interpretation of the six components is consistent with six components used for measuring morale in the instrument. Thus, the measurement model analysis supports the use of six components for measuring the soldiers' morale. The personnel morale measure developed in this research project can be used to assess unit morale and as a research tool to gain a better understanding of the antecedents and consequences of this most important concepts.

Theoretical framework

This study utilizes theory that concentrated on explaining the activities of human resource management practices on soldiers' morale which focus on the soldiers' performance. The theory: Human Resource Best Practices Model, below is the position of the theorist showing its proponents, basic assumptions, strengths and weakness? However, the theorist properly provides a framework that explains the effect of low and high morale on troops fire fight (employee performance) in Nigerian army through HRM practices with consequences losing the fire fight either in internal or external aggression; however, 2 Brigade's annex office (2BDE Uyo), BDE Garrison, and 6Battalion in Akwa was chosen for the purpose of this work.

Human Resource Best Practices Model

According to Noel et al., (2008), 'human resource management refers to practices that influence employees' abilities, motivation and performance'. Armstrong, (2007, p. 30) human resource management enables organizations to achieve expected organizational performance and competitiveness by achieving desired employee performance. Marchington and Wilkinson, (2005, p.3) 'successful human resource management differentiates successful organizations from unsuccessful organizations'; it is obvious that applied practices in human resource management affect the ability of any organizations to achieve expected performance and competitiveness through achieving desired employee performance. Any organization seeking to achieve excellent performance and sustained competitiveness should therefore systematically compare its actual performance and competitiveness with the performance and competitiveness of the best organizations in a specific sector or region to apply appropriate best practices in human resource management. Wagner, (2009, p.69) opines that, best practices refer to those that is applied by the best organizations operating in similar conditions and pursuing similar goals; they are applied to achieve continuous improvement of organizational performance and competitiveness by critical assumption of conceptual and system practices in management of the best organizations in a specific sector or region.

Akin to that, Axon, (2007, p.34) posits that, using best practices allows implementation of significant changes on an easier, faster and cheaper basis. Their application based on benchmarking, a systematic process of comparing organizational performance and competitiveness with the performance and competitiveness of the best organizations in a specific sector or region. Dvorova et al., (2004, p. 6) stated that, the purpose of benchmarking is to understand why comparable organizations are better, how they have become the best in their sector or region and then take advantage and implement the necessary changes to improve organizational performance and competitiveness according to one's own conditions. Employee performance refers to employees' results and behavior, determined by employees' abilities and morale, which enable organizations to achieve expected goals. A natural goal of any organization started and operated in Employees' abilities such as: knowledge and skills to perform agreed work, morale: willingness to perform agreed work and the application of best practices in human resource management is associated with the global research on human resource management. The approach based on application of best practices in human resource management is one of the alternative approaches to research the link between human resource management and organizational performance and competitiveness (Delery and Doty, 1996, p. 802). Harris, Brewster and Sparrow, (2003, p. 56-57) propounds that, the approach based on application of best practices in human resource management assumes that there are universally applicable practices in human resource management that positively influence organizational performance and competitiveness more or less regardless of the conditions of their application. In contrast, the approach based on best fit in human resource management assumes that no practices in HRM can be applied universally but rather should always be applied with regard to the conditions of a particular organization. The explication of the positive impact of human resource management on organizational performance and competitiveness as well as the validation of the application of best practices or best fit in human resource management are fundamental goals of the ongoing global research on human resource management. Although, many researchers apply different conceptions of human resource management as well as different conceptions of organizational performance and competitiveness and achieve different results about the relationship between human resource management and organizational performance and competitiveness, they demonstrate the positive impact of various practices in human resource management on organizational performance and competitiveness (Armstrong, 2007, p. 39-40). Their results support the idea that assumptions of both approaches 'best practices and best fit' are valid and crucial in explaining the essence of the positive effect of human resource management on organizational performance and competitiveness. In other words, in human resource management, there are universally applicable best practices that positively influence organizational performance and competitiveness, but their application requires best fit to the conditions of the organization that determine the positive effect of applied best practices in human resource management on achieved organizational performance and

competitiveness; It supports the assumption that the essence is the optimal system of human resource management, based on proven best practices and best fit in job design, employees selective selection (i.e. hiring the right people), performance management (return on investment), employee compensation (performance related pay; i.e. fair and performance reward), employee systematic training (in relevant skills), talent management, formal adaptation, making information accessible to those that need it, leadership-based skills, that enables managers to achieve expected organizational performance and competitiveness by achieving desired employee abilities, motivation and performance.

Based on the two theories, equity theory evangelizes transparency and fairness to all parties involves in organizational performance and actualization of corporate goals in terms of procedural and distributive justice thus, will strengthen, stabilize and sustain the personnel morale to greater performance; while human resource best practices and best fit ensure all mechanism necessary for all parties involved in organizational performance to put in all their best to achieve corporate objectives. HR best practices and best fit afford comparative advantage over the organizations in the same sector, region or continent by observation and adaptation based on individual setting in order to optimally achieve set objectives without grieving any of the parties involved in such organizational performance. Any organization or country who explores this theory by endows HR necessary skills, resources and free hands to operate shall out strip other organizations or countries in terms of security, stability and development faster than others; then shall Nigerian army shall assume the position of being the best in West Africa and Africa in terms military ground fight with discipline, less casualty, zero weapon loss, dislodgement by any forms of aggressions; but taking charge of defensive responsibility of territory, wealth and the people of Nigeria.

Material and Methods

Study area

This study was being carried out in Akwa Ibom State of Nigeria and to investigate effects of welfare on soldiers' performance, four Army bases will be approached due to their experiences in all forms of aggressions bothering Nigeria: 2Brigade annex, 6Battalion, 2Bde Garrison and Niger Delta Sector 4 JTF headquarters. In all, the work tends to evaluate why insecurity lingers despite Armed Forces existence, what are the major causes of soldiers' not capable to curtail all forms of aggressions in the country? Why were they not willing or not capable to defend the nation from all forms of gangster groups? Thus, the work is to verify cause-effect of the phenomenon at hand.

Method

This study adopted the Descriptive design as an appropriate tool to enable the researcher retrieve data to meet its objectives. Thus, lucidly opined that, descriptive interprets, synthesizes, and integrates viable data for reasonable conclusion (Virginia Braun, Victoria Clarke 2023). In the context of this study, the research work tends to: ascertain the extent to which welfare packages and psychological battle readiness affects soldiers' performance and to examine extent at which relationship between soldiers' perception of welfare and patriotism to national defense. The population of the study comprised the commissioned and non- commissioned soldiers in Akwa Ibom State. Therefore, the total number of soldiers in the four (4) formations in Akwa Ibom State is 1026. These formed the population of the study. Sample size of 285 respondents was drawn from the population of the study using Crejcie and Morgan Table of sample determination. The study employed Stratified sampling technique to select the sample size for the study. This sampling technique was necessary to get actual proportion of soldiers from each unit in order to avoid bias. Hence, the four (4) formations were divided into strata to give equal opportunity to each stratum of the sample. Both primary and secondary sources of data collection were employed for the study in order to ensure the reliability of the information resulting from the research. The primary data for the study were gathered with the aid of a research questionnaire, while secondary data comprised published and unpublished texts, journals, newspapers and magazines, conference and seminar papers. The instruments were given to the research supervisors and experts in measurement and evaluation in the Faculty of Social Sciences for content validity. In other to test for data reliability, the study was Cronbach's Alpha to measure internal reliability of the questionnaire. Chi-Square and Analysis of Variance (ANOVA) were used to test the hypotheses.

Result:

Demographic Data of the Respondents

Demographic variables	Frequency (N=281)	Percentage (100%)
Sex		
Male	198	73.26
Female	83	26.74
Total	281	100.00
21-30	50	18.6
31-40	70	20.1
41-50	45	15.8

51-60	19.9	19.9
61-70	25	10.0
Total	281	100.00

Source: Field work, (2026).

Marital Status of the Respondents

Marital Status	Frequency	Percentage
Married	190	67.6
Single	68	24.2
Divorce	23	8.2
Total	281	100.00
Household Size	N=281	%
Less than 7	258	91.8
More than 7	23	8.2
Total	281	100.00

Source: Field work, (2026).

Educational Qualification of the Respondents

Education Level	Frequency	Percentage
FSLC	50	17.8
Secondary Education	201	71.5
Tertiary/Army courses	30	10.0
Total	281	100.00

Source: Field work, (2026).

Interpretation of Demographic Data of Respondents

The data showed that, out of the 281 questionnaires that were retrieved, 198 (73.26%) were male, while 83 (26.74%) were female. The age distribution of the respondents portrayed that 40 personnel (15.2%) were less than 20 years; 50 personnel (18.6%) were between the age of 21-30; 70 personnel (20.1%) were between the age of 31-40 years; 45 soldiers (15.8%) were between the age of 41-50; 51 respondents (19.9%) were between 51-60 years; while 25 personnel (10.4%) were between 61-70 years of age. The data also revealed that 190 (67.6%) personnel were married; 68 (24.2%) soldiers were single (i.e. both male and female); while 23 (8.2%) were divorced. The data equally showed that 258 (91.8%) personnel have less than seven (7) children; while 23 (8.2%) respondents have more than even (7) children. Finally, the data proved that 50 (17.8%) personnel were able to obtain first leaving certificate (FSLC); 201 (71.5%) soldiers had senior secondary certificate (SSCE or equivalent); while 30 (10.7%) respondents were able to attend tertiary institution/army courses (NCE/ND/HND/B.sc and postgraduate qualifications).

Analysis of Survey Questions 1-4

Table 1: Responses on Survey questions 1-4

S/NO	Statements	SA	A	SD	D	TOTAL
	Section B: Selection procedure of employee for training and organizational performance					
1	Recruitment of healthy personnel has impact on employee performance.	130	100	21	30	281
2	Selection procedure of personnel for training affect organizational performance	100	74	58	49	281
3	Adequate training enhances personnel Performance.	105	74	26	60	281
4	Fair recruitment procedure selection of Personnel for training with adequate training boosts employee morale.	110	85	56	30	281

Source: Field work, (2026).

Analysis of respondents to survey questions 1 - 4

The data on the table 4.2 above proved that 130 (46.3%) of respondents strongly agreed that recruitment of healthy personnel have impact on employee performance. It further denoted that 100 (35.6%) of respondents agreed; and 21 (7.5%) respondents disagreed; while 30 (10.7%) personnel disagreed. With regards to the selection procedure of personnel for training affect organizational performance, 100 (35.6%) of respondents strongly agreed; also 74 (26.3%) personnel agreed; 58 (20.6%) respondents disagreed;

while 49 (17.4%) respondents strongly disagree. The data also revealed that 105 (37.4%) of respondents strongly agreed that adequate training enhances personnel performance and actualizes organizational objectives; 90 (32%) personnel further agreed; and 26 (9.3%) respondents disagreed; while 60 (21.4%) strongly disagreed. Finally, the data on question 4 showed that 110 (39.1%) respondents strongly agreed that fair recruitment procedure and selection of personnel for training boost employee morale; 85 (30.3%) further agreed; and 56 (19.9%) respondents disagreed; while 30 (10.7%) personnel strongly disagreed.

Table 2: Responses on Survey Questions 5 – 8

S/N	Statements	SA	A	D	SD	Total
13	Personnel perception of human resource management and organizational performance	102	62	101	16	281
14	Relationship between personnel and human resource management	108	90	45	38	281
15	Personnel perception of human resource management practice affects organizational performance	199	32	28	22	281
16	Wide gap between personnel human resource management affects personnel output	150	31	47	53	281
	Human resource management Practice boost personnel morale					

Source: Field Survey, (2019).

4.2.3 Analysis of Responses to Survey Question 5 – 8

The responses from question 13 indicated that 102 (36.3%) respondents strongly agreed and 62 (22.1%) personnel agreed respectively that the relationship between personnel and human resource management affects organizational performance; while 101 soldiers (35.9%) and 16 (5.7%) respondents disagreed and strongly disagreed. A critical analysis of question 14 in the above table showed that 108 (38.4%) troop strongly agreed and 90 (32.0%) soldiers agreed respectively that, personnel perception of human resource management practices affects organizational performance; while 45 (16.0%) respondents disagreed and 38 (13.5%) respondents strongly disagreed with the proposition. The question 15 on the table above revealed that 199 (70.8%) troop agreed and 32 (11.4%) personnel strongly agreed respectively that relationship between personnel perception of human resource management practices affects personnel output; while 28 (9.9%) soldiers disagreed and 22 (7.8%) respondents strongly disagreed with the proposition. Finally, the responses for question 16 proved that 150 (53.4%) respondents strongly agreed and 31 (11.0%) respondents agreed that best human resource management practices boost personnel morale; while 47 (16.7%) personnel disagreed and 53 (18.9%) soldiers strongly disagreed.

Test of Hypotheses

Test of Hypothesis 1: There is no significant relationship between selection procedure of soldiers' and organizational performance.

Chi-square analysis of the selective hiring of soldiers' and organizational performance

Fo	Fe	Fo-Fe	(Fo-Fe) ²	$\frac{(Fo-Fe)^2}{Fe}$	Cal.x ²	Crit. X ²
230	119.67	110.38	12183.74	101.85		
174	81.33	92.67	8587.73	105.6		
195	119.67	75.38	5682.14	47.50		
51	81.33	30.33	919.90	11.31	270.27	5.991
107	119.62	12.62	195.26	1.33		
86	81.33	4.67	21.81	2.68		
$\Sigma 270.27$						

Significant $p < 0.5$, $d/f = 2$, $x \text{ crit.} = 5.991$

The result showed that the calculated x^2 value of 270.27 was greater than the critical value 5.991 at 0.05 level of significant with the degree of freedom at 2. The null hypothesis was thus rejected. This simply implies that, the effective and efficient selective hiring of soldiers precedes optimal performance.

Test of Hypothesis 2 There is no significance relationship between soldiers' perception of human resource management and soldiers' performance.

Chi-square analysis of the soldiers' perception of human resource management and soldiers' patriotism to national defense.

Fo	Fe	Fe-Fo	Fo-Fe	$(Fe-Fo)^2$ Fe	Cal. X^2	Crit. X^2
250	204	46	2116	10.37		
164	77	87	75.69	98.30		
198	204	-6	36	0.18		
107	82.66	24.33	592.44	7.17		
174	198.33	24.33	591.95	2.98	205.6	5.991
97	72.22	20.15	472.55	5.16		
				$\Sigma = 205.6$		

Significance $P < 0.05$, $f/f = 2$, Crit. $X^2 = 5.991$.

Result of from the table above implied that the calculated x^2 of 205.6 was greater than the critical x^2 value of 5.991 at 0.05 level of significant with the degree of freedom at 2. The test indicated that, the null hypothesis was rejected for the alternate hypothesis that; soldiers' perception of human resource practices has both positive and negative imprint on organizational performance.

Findings

In hypothesis 1, the researcher found out that the calculated (x^2) value of 270.27 was greater than critical value 5.991 at 0.05 level of significance with the degree of freedom at 2 (Chi-square). The null hypothesis was rejected, and confirmed that, there is significant relationship between selective hiring procedure and soldiers' performance

Hypothesis 2 revealed that the calculated x^2 value of 494.52 was greater than critical value 5.991 at 0.05 level of significance with the degree of freedom at 2, the null hypothesis was rejected, thus proved that, there is significant relationship between soldiers' perception of human resource practices and national defense in any theatre axis.

Discussion of findings

This study discovered that human resource management were not given free hands to perform their responsibility. Military hegemony and politician's incursion into hiring procedures created incapable hands, incoherence and cogent gaps among cadres. Again, perception of soldiers' unequal treatment among tribes, marginalization of religious sects, subjugation of some minority tribes paralyses the coherency and mitigated esprit de corps in the Nigerian army, thereby incapacitated soldiers to neutralizes insurgencies within reasonable timeframe and prolong insecurity in the country. **Conclusion**

Investigations on impact of HRM practices on the troop's morale varied in time within context. This study critically explored the socio-cultural importance of morale to core objectives of Nigerian army to the nation with implications for strong defense of the people, property and sovereignty of Nigeria. Previous studies (Richardson and Hunt, 1978 in Manning, 1991 p453), Xenophon discovered that victory in battle depended not on numbers but on 'which ever army goes into battle stronger in soul' (Pope, 1941, p145), cited comment that "in war, morale forces are too physical as three is to one. All these depend on HRM practices that are capable of instilling strong culture that will create strong Organizational Citizenship Behaviour (O.C.B.) with indomitable cohesion among cadres in the Nigerian army.

Recommendations

Based on foregoing conclusion, the following recommendations are discernible: Political incursion into selection procedure of both officers and rank and file cadres was identified which has a great impact on the personnel's performance; thereby, mediocre were recruited, therefore, Human Resource Management should be independent in order to select by merit whereby, positive impact will be on the organization's performance either in the face of internal or external threat.

Mastery of geographical topography of the nation should be entrenched into all cadres' entries training for successful operation; defending terrain one does not understand is like embarking on suicide mission, but mastery knowledge of the terrain will reduce casualty.

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