

ETHICS AND ACCOUNTABILITY AS DETERMINANTS OF EFFECTIVE HUMAN RESOURCE MANAGEMENT IN PUBLIC TERTIARY INSTITUTIONS IN NIGERIA

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(TETF/DESS/UNI/SOKOTO/ARJ/01)

Abstract

This study examined ethics and accountability as determinants of effective human resource management in public tertiary institutions in Nigeria. Specifically, the study investigated the influence of ethical practices on effective human resource management, the effect of accountability on human resource management effectiveness, the relationship between transparency in human resource activities and staff productivity, and the influence of fairness in recruitment and promotion practices on employee commitment. The study adopted a descriptive survey research design. The population of the study comprised 1,240 respondents drawn from selected public tertiary institutions in Northeast Nigeria, while a sample size of 302 respondents was selected using proportionate stratified random sampling and simple random sampling techniques. Data were collected using a structured questionnaire titled Ethics and Accountability in Human Resource Management Questionnaire (EAHRMQ). The instrument was validated by experts and tested for reliability using Cronbach Alpha, which yielded a reliability coefficient of 0.84. Mean and standard deviation were used to answer the research questions, while regression and Pearson correlation analyses were conducted using R Programming at 0.05 level of significance to test the hypotheses. The findings revealed that ethical practices significantly influence effective human resource management in public tertiary institutions in Nigeria. The study also found that accountability positively affects human resource management effectiveness, while transparency in human resource activities significantly relates to staff productivity. Furthermore, fairness in recruitment and promotion practices was found to significantly influence employee commitment. The study concluded that ethics and accountability are essential for achieving effective human resource management, improved institutional productivity, and sustainable administration in Nigerian public tertiary institutions. The study recommended strengthening ethical standards, promoting transparency and accountability mechanisms, and ensuring merit-based recruitment and promotion practices in tertiary institutions.

Keywords: *Ethics, Accountability, Human Resource Management, Public Tertiary Institutions, Employee Commitment*