

EXPLORING THE LINK BETWEEN HUMAN RESOURCE MANAGEMENT (HRM) PRACTICES AND EMPLOYEES' COMMITMENT TO THE ORGANIZATIONAL CORE VALUES IN THE NIGERIAN SECURITY AND CIVIL DEFENCE CORPS, KWARA STATE COMMAND HEADQUARTERS, ILORIN.

Emmanuel Olaniyi Dunmade, PhD

*Industrial Relations and Personnel Management Department,
Faculty of Management Science, University of Ilorin, Ilorin, Nigeria.*

Email: niyidunmade@yahoo.co.uk

G.S.M: +2348035159320

ABSTRACT

This paper assessed the relationship between human resource management practices and the employees' commitment to the organizational core values. Survey research design which permits the use of questionnaire was employed to obtain information from the respondents. A total number of 120 copies of questionnaires were administered, filled, retrieved and analyzed for the study. The study shows that human resource management practices such as job security, compensation management, performance appraisal, job design and responsibility, training and development are found or in place in the Nigerian Security and Civil Defence Corps, Kwara State Command Headquarter, Ilorin.. The findings of the study further reveal that there is significant relationship between human resource management practices and employees' commitment to the organizational core value. It is equally established from the results of the study that there is existence of substantial relationship between the human resource management practices and organizational core values in the study area. The study therefore gave recommendations on how to improve on the HRM practices found in the case study establishment so as to meet the international standard and to make the staff to be more committed to the core values of the organization.

Key words: Commitment, Core Value, Employee, Human Resource, Organization,.

INTRODUCTION

Sensitive and critical to the success of any organization are the people at work or individuals who make up such an establishment. Human resource management is the part of the management that is concerned with the "people" dimension at workplace (Deconzo & Robbin, 1996). This is factual as it has nowadays become more essential than ever for business organizations to engage in human resource management (HRM) practices that are based on international standard and are geared toward the realization of the set goals.

Organizations are to focus on work related behaviour which is very vital for its growth and expansion as it is important to realize that success driven organizations, regardless of the type, manufacturing or service, private or public are expected to possess not only qualified employees, but also competent workforce who can do more than the assigned responsibilities and perform beyond expectations and at the same time maintain their commitment to the workplace core values. This is due to the fact that employees' commitment is multi -

dimensional, involving employees' loyalty to the organization and willingness to achieve its goals, maintain its values and nurture its membership, that is, a bond between the individual employee and the organization (Bateman & Strasser, 1984).

Human resource is one of the most important factors in today's hyper-competitive market that can be utilized to cope with the enormous challenges in the world of work (Lado & Wilson, 1994). Hence the need for proper management of human and non – human resources so as to be able to withstand the different workplace challenges. Beardwell, Holden and Claydon (2004) in Oginni (2017) described human resource management as a strategic approach to the administration of human resources having to do with management decisions and action that influence the relationship between organization and employees which manifest through philosophy, policies, procedures and practices relating to the management of people within an organization.

Human resource management (HRM) practices revolve around policies in the areas such as recruitment and selection, socialization and integration, job design, training and development, communication and participation, career development and succession planning, performance management and employee reward system, employer – employee relations, retention as well as job security. The adoption of some of the human resource management practices are capable of positively influencing the attitude and performance of employees in the workplace as their commitment to the organization's values is fostered by good human relationship at work. This demands that proper attention should be given to human resource management and its practices so as to have full level of its employees' commitment for outstanding performance on long term basis (Mowday, Porter & Steers, 1982)

Statement of the Problem

Over the past few decades, several factors have come together to impact the role, relevance and practice of human resource management (HRM) in business organizations and the factors operate at different levels and raise important issues and challenges for the management of the people at work organization (Burke & Corper, 2000). Consequently, the quest to overcome these challenges, have competitive advantage, cope with competition and achieve business objectives has now brought the concern for Human Resource Management practices to limelight and this calls for a remarkable focus on these in the organization (Oginni, 2017).

However, while a number of studies on human resource management (HRM) practices have been carried out, they have been identified to focus on individual employee's performance or corporate performance, organizational commitment, job satisfaction, etc in manufacturing organizations, Financial Institution and Tertiary Institutions in Nigeria, limited efforts or attempts have been made to ascertain the relationship between human resource management (HRM) practices (recruitment and selection, compensation management, welfare programmes, career development, performance appraisal, employee empowerment, and industrial relation) and employees' commitment to the organizational core values in the security sector like Nigerian Security and Civil Defense Corps. For instance, Oginni (2017) conducted a study on human resource management practices and employee's commitment to core values in the organization with a focus on Private Universities in the South Western Nigeria. Also, Bello (2015) examined human resource management practices on citizenship behaviour in Wire and Cable industry in South Western Nigeria. However, there appear to be dearth of researches on human resource management practices and employees' commitment to the core values of the

organization specifically in the Nigerian Security and Civil Defence Corps (NSCDC), hence this study. This study therefore explore the influence of human resource management practices on employees' commitment to the organizational core values in the Nigerian Security and Civil Defence Corps, Kwara State Command Headquarters, Ilorin.

Research Objectives

The broad objective of this study is to examine the relationship between human resource management (HRM) practices and employees' commitment to the organizational core values in the Nigerian Security and Civil Defence Corps, Kwara State Command Headquarters, Ilorin while the specific objectives are to:

- i. identify the Human Resource Management (HRM) practices in place in the Nigerian Security and Civil Defence Corps, Kwara State Command Headquarters, Ilorin.
- ii. determine the relationship between human resource management (HRM) practices and employees' commitment in the Nigerian Security and Civil Defence Corps, Kwara State Command Headquarters, Ilorin.
- iii. investigate the relationship between Human Resource Management (HRM) practices and organizational core values in the Nigerian Security and Civil Defence Corps, Kwara State Command Headquarters, Ilorin.

Research Hypotheses

The hypotheses for this study are:

- i. there are no different form of Human Resource Management (HRM) practices in place in the Nigerian Security and Civil Defence Corps, Kwara State Command Headquarters, Ilorin.
- ii. there is no significant relationship between the existing Human Resource Management (HRM) practices and employees' commitment in the Nigerian Security and Civil Defence Corps, Kwara State Command Headquarters, Ilorin.
- iii. there is no significant relationship between the Human Resource Management (HRM) practices and organizational core values in the Nigerian Security and Civil Defence Corps, Kwara State Command Headquarters, Ilorin.

LITERATURE REVIEW

Conceptual Review

Concept of Human Resource Management

Human resource management is an organizational activity that is directed at managing a pool of human element to ensure that available resources are utilized. It is concerned with the process of developing, applying policies, procedures and programmes relating to the employment, motivation, maintenance and management of people in the organization (Armstrong, 2009). Human resource management is the procedure of creating and identifying key procedures to the management of human asset that includes all management choices and movements that influence the relationship between the organization and the workers (Richard, 2012). This was comparable to Osemeke (2012)'s opinion that human resource management is the methodology of creating, applying and assessing strategies, method, techniques and

projects identified with employment, motivation, support and managing of individuals in the firm. Human resource management was previously known as personnel management which was concerned with the activities of a single department. It was typically concerned with the administration of human. The functions carried out by the department were recruitment and selection, reward, appraisal, development, grievance handling, retirement, registration and so forth. It was introduced and developed in the bureaucratic set up in which importance was given on organization and administration of manpower.

Processes in Human Resource Management

Every organization strives so hard to ensure prompt realization of its vision so as to keep being in operation and this can be possible by putting together definite strategies and implementing them as at when due. At the base of this strategy formulation lie diverse processes which include:

- i. **Human Resource Planning:** Commonly, Human Resource Planning is considered as the process of forecasting by people, it includes the art of evaluating, promoting and Laying off in the workplace.
- ii. **Employee Remuneration and Benefits Administration:** These have to do with making decision on employees' salaries and wages payment, incentives, fringe benefits and perquisites etc.
- iii. **Performance Management:** Employees' training, motivation and reward are made possible with performance management exercise in the organization. It makes it easy for organizations to meet their goals efficiently. The process not only includes the employees but can also be for a different organization's units, product and service since all is aimed at enhancing or adding value to them.
- iv. **Employee Relations:** Employee relations include but not limited to labour law and relations, working environment, employee's health and safety, employee - employee conflict management, employee - employer conflict management, quality of work life, workers' compensation, employees' wellness and assistance programs, etc. Apart from money which is solitarily known as or believed to be a hygiene factor, there is none of these that cannot retain employees in the workplace.

Human Resource Management (HRM) Practices

Day by day, each organization is in quest of having competitive advantage over its rivals at all cost through Human Resource Management practices as business world is becoming more viable and the environments are turning out to be extra dynamic in nature. Nevertheless, many management Scholars have in the past given insight to what human resource management practices are. Schuler and Jackson (1987) conceptualized HRM practices as a system that attracts, develops, motivates, and retains employees to ensure the effective implementation and the survival of the organization and its members. also HRM practices as a set of internally consistent policies and acts designed and implemented by the HR department in every business to ensure that a firm's human capital contribute to the achievement of its business objectives (Delery & Doty, 1996).

Human resource management practices are the integrated set of practices, policies and strategies through which organizations manage their human capital that influences and are influenced by business strategy, organizational context and the socioeconomic context. Wright

(2005) therefore considered HRM practices as set of practices used by organization to manage human resources through facilitating the development of competencies that are firm specific, produce complex social relation and generate organization knowledge to sustain competitive advantage.

Concept of Employee's Commitment

Commitment is the willingness of social actors to give their energy and loyalty to social systems, the attachment of personality systems to social relations, who are seen as self expressive. It explains the level of employees' acceptance of the organization's goals and the willingness they have to work towards these goals. However, employee's commitment is described as the willingness and steady forces that determines and maintains the attachment of an individual to a particular organization. In other words, employee commitment is a psychological bond that is characterized by the members' feeling of attachment, obligation, and loyalty to a given organization, that is, it is the link between the organization and the employees.

Employee commitment is important since high levels of commitment lead to several favorable organizational outcomes. It shows the degree to which employee is identifying with an organization and is committed to its goals. Biljana Dordevic (2004) in Varsha & Monica (2012) stated that the commitment of employees is an important issue because it may be used to predict employee's performance, absenteeism and other behaviors.

Dimensional Model of Commitment

Meyer and Allen (1991) described three dimensional model of commitment. These include effective, continuance and normative. According to them, affective commitment is centred on how much an individual desires to remain in the organization. Continuance Commitment refers to an awareness of the costs associated with leaving the organization. Continuance commitment based on individual having to remain with the organization lost their previous investment before gone. Normative Commitment shows a feeling of responsibility to continue employment. Here, the employees with a high level of normative commitment do have the feeling of remaining with the organization.

Concept of Core Value

Core Values are the qualities or traits that are representing a person or an organization's utmost priorities, beliefs and basic or fundamental driving forces. Robbin (2003) was of the opinion that core values are the primary or main principles that are acknowledged throughout the organization. However, core values are not descriptions of the work we do or the strategies that we employ to accomplish our mission; they are the values that underlie our work, how to interact with each other, and which strategies we employ to fulfill our mission (Globenock, 2006).

According to Robbin, 2003 in Oginni, 2017, organization's historical background, accomplishment, the philosophy of the founder, business nature and prevailing practice in the trade are the main sources of organizational core values, while Obisi (2003) opined that organization's vision and mission constitute the source of core value in any business enterprise.

Theoretical Review

Following the explanation of different concepts in the study, that is, Human Resource Management, Human Resource Management practices, employee's commitment and organizational core value, two related theories (The Human Capital Theory and Expectancy Value Theory) were reviewed, though there are a number of theoretical approaches in HRM.

The Human Capital Theory

According to Chew & Girardi (2008) in Oginni (2017), human capital theory asserts that all gained knowledge and acquired skills and undergone trainings by an employee individually or collectively are to be properly utilized for the economic value of his workplace in as much his interest is given priority attention by the organization. The human capital theorists believe that the justification for the organization's support for its staff's skill acquisition and re-training is the identification of such an employee with the organization for a long period of time. In the same vein, an individual can easily know his usefulness to the organization where he works by the amount of resources that the organization commit or expend on his career development.

Expectancy Value Theory

The expectancy value theory was proposed in 1970s by Martin Fishbein who was of the idea that behavior and worth of the goal that an employee intends to achieve are the main determinants of his expectations in the workplace. The theory predicts that in an occasion where more behaviour is possible, the degree of behaviour that he will put up will be one with the largest combination of the expected success. However, the human capital theory was considered more suitable for this study, this was premised on the fact that the theory depicts interrelationship between human resource strategies and employee's perception of his organization through his commitment.

Empirical Review

In times past, diverse researches had been carried out on human resource management practices with different variables such as employees' performance, organizational performance, and organizational culture with very limited ones on employee's commitment in the organization. However, some of the studies are reviewed and put in appropriate perspectives with so as to bring about easy understanding of the subject matter.

Shahnawaz and Rakesh (2006) explored and compared various HRM practices in two different organizations - consultancy/research based organization and fashion industry. The study aimed at assessing how much of commitment in the two industries can be attributed to HRM practices. 45 participants each were randomly selected from the two organizations. HRM practices were measured by Geringer, Frayne and Milliman scale, while organizational commitment was measured by Meyer and Allen scale. Data were analyzed by t-test and multiple regressions. HRM practices were found significantly different in two organizations and mean scores on various HRM practices were found more in the fashion organization. Regression result showed that various HRM practices were significantly predicting organizational commitment in the two organizations and also when they were combined. Performance appraisal and 'attitudes towards HRM department' were the significant predictors of organizational commitment in the both the organizations.

Also, Abou-Moghli and Abo-Rumman (2012) examined the influence of human resources management practices on the organizational performance in five star hotels in the Capital City

of Amman in Jordan. The study dealt with (170) workers in these hotels to underline the influential relationship between human resources management practices (HRMP) and organizational performance. Reliability analysis, descriptive statistics, and multiple regression analysis were used. The study concluded that a large portion of changes in performance are ascribed to practices of human resources management of the Jordanian hotels.

Likewise, the study of Varsha and Monika (2012) on employee's commitment and its impact on sustained productivity in Indian Auto-Component Industry indicates that the Employees Commitment (Affective, Normative, continuous) are significantly related to sustained productivity in Auto component industry. The research findings reveal that there exists positive relationship between the three commitments- affective, continuance and normative commitment and sustained productivity of the organization. It has also been proven from the results that there exists high degree of correlation between the three independent variables and sustained productivity the dependent variable.

The research work done by Irefin and Mohammed (2014) in Nigeria on effect of employee's commitment on the organizational performance with special interest in Coca Cola Nigeria Limited, Maiduguri, Borno State. This paper focuses on the influence of employee commitment on organizational performance and employees' turnover. However, both descriptive and explanatory research methodologies were adopted in this study. A five point numerically scaled Likert-Type questionnaire was constructed and administered among selected Staff of Coca Cola Nigeria Limited. The research hypotheses were tested using the Pearson Correlation Coefficient. The result shows that: the level of employee commitment of the Staff of Coca Cola Company Plc is very high; there is a fairly high relationship between employee commitment and organizational performance; there is also a very high relationship between employee commitment and employees' turnover etc.

From the previous works done, it is clear that in Nigeria, few or no study has yet explored the relationship between human resource management practices on the employees' commitment to the organizational core values focusing on security sector such as the Nigerian Security and Civil Defence Corps (NSCDC). This is gap that this study intends to fill.

METHODOLOGY

Research Design

This study examines the relationship between human resource management practices and employees' commitment to the organizational core values with reference to the Nigerian Security and Civil Defence Corps, Kwara State Command Headquarters, Ilorin. Survey method was adopted through the use of questionnaire to elicit information from the respondents.

Study Population / Sample

The population for this study is the entire staff of the Nigerian Security and Civil Defence Corps, Kwara State Command Headquarters located behind General Post Office, Ilorin. The sample size of the study consists of One Hundred and Twenty (120) selected staff of the organization. All the administered copies of questionnaire were filled, retrieved and analyzed for the study.

Sources of Data

Both primary and secondary sources of data were utilized. Primary data were through the use of questionnaire meant for gathering pertinent data from the respondents. The secondary source was through the consultation of related journals and text books.

Research Instrument

This study utilized the use of questionnaires as an instrument for data collection. Simple random sampling technique was employed for the study with the use of structured questionnaire to obtain information from the respondents. The questionnaire consists of two sections (section A and B). The section A featured variables having to do with bio-data and it was to directly gather background (personal) information about the respondents. Section B has three parts (Part One, Two and Three). Part One comprises questions identifying the human resource management practices in place in the Nigerian Security and Civil Defence Corps, Kwara State Command Headquarters, Ilorin, Part Two is made up of questions intended to ascertain the relationship between human resource management (HRM) practices and employees' commitment, while Part Three consists of questions designed for investigating the relationship between human resource management (HRM) practices and organizational core values in the study area. Some questions were adopted from previous researches with high validity and reliability coefficient, but were modified to suit the present environment.

Methods of Data Analysis

In this study, both descriptive and inferential statistics were used. The descriptive statistics involves simple percentages and frequency tables while inferential statistics is correlation.

The sample size consists of One Hundred and Twenty (120) selected staff of Nigerian Security and Civil Defence Corps, Kwara State Command Headquarters, Ilorin. The hypotheses for the study were tested using correlation analysis.

DATA ANALYSIS AND INTERPRETATION

Table1. Socio-Demographic Data of the Respondents

Variables	Level	Frequency (F)	Percentage (%)
Gender	Male	78	65.0
	Female	42	35.0
	Total	120	100.0
Age	<20yrs	12	10.0
	20-30yrs	22	18.3
	31-40yrs	69	57.5
	41-50yrs	14	11.7
	51-60yrs	3	2.5
	Total	120	100.0
	Single	43	35.8
Marital Status	Married	75	62.5
	Separated/Divorced	2	1.7
	Total	120	100.0
Educational Qualification	NCE/OND	36	30.0
	First Degree/HND	70	58.3
	Masters/Ph.D.	14	11.7
	Total	120	100.0

Years of Experience in the Organization	1-5yrs	23	19.2
	6-10yrs	72	60.0
	11-15yrs	16	13.3
	16yrs and above	9	7.5
	Total	120	100.0

Source: Researcher's Field Survey, 2018

Objective 1: To identify the types of HRM practices being place in the Nigerian Security and Civil Defense Corps Kwara State Command Headquarters, Ilorin.

Table 2: **Human Resources Management Practices in the Nigerian Security and Civil Defence Corps, Kwara State Command Headquarter, Ilorin.**

Human Resources Management Practices	N	Mean	SD	Rank
Compensation Management	120	9.03	1.97	2
Job Design and Responsibility	120	8.89	1.63	4
Training and Career Development	120	8.87	1.70	5
Performance Evaluation(Appraisal)	120	8.98	1.73	3
Job Security	120	9.23	1.59	1

Source: Researcher's Field Survey, 2018

Table 2 shows the types of human resources management practices that are in place in the Nigerian Security and Civil Defense Corps, Kwara State Command Headquarters, Ilorin. As shown in Table 1, job security aspect of human resources management practices had the highest mean value of 9.23 with SD value of 1.59. This human resources management practice is subsequently ranked first among others. Next to job security is compensation management with respective mean and SD values of 9.03 and 1.97 with the rank of 2. Performance evaluation (appraisal) occupied the third position with rank of 3 and mean value of 8.98 and SD value of 1.73. Fourth in rank is job design and responsibility with mean and SD values of 8.89 and 1.63. Training and career development as human resources management practices is ranked 5th with mean value of 8.87 and SD value of 1.70.

Objective 2: to examine the relationship between HRM practices on the employee's commitment to the organization's core values in the Nigerian Security and Civil Defense Corps Kwara State Command Headquarters, Ilorin.

Table 3: Zero Order Correlation (Matrix Table) showing the Relationship between Human Resources Management Practices and Employee's Commitment to the Organization's Core Values in the Nigerian Security and Civil Defense Corps, Kwara State Command Headquarters, Ilorin.

Variables	1	2	3	4	5	6	7	8	9	Mean	SD
1 Compensation Management	1									9.03	1.97
2 Job Design and Responsibility	.421*	1								8.89	1.63
3 Training and Career Development	.565*	.306*	1							8.87	1.70
4 Performance Evaluation	.565*	.456*	.513*	1						8.98	1.73
5 Job Security	.349*	.276*	.286*	.394*	1					9.23	1.59
6 Involvement	.456*	.337*	.371*	.419*	.355*	1				8.92	1.66
7 Loyalty	.259*	.288*	.260*	.266*	.223*	.288*	1			6.24	1.22
8 Image	.003	.174	.075	.107	.225*	.197*	.327*	1		6.27	1.40
9 Identity	.035	.144	.151	.147	.292*	.357*	.455*	.630*	1	6.17	1.37

Source: Author's Computation, 2018

Table 3 shows the relationship between HRM practices on the employee's commitment to the organization's core values in the Nigerian Security and Civil Defense Corps, Kwara State Command Headquarters, Ilorin. As shown in Table 3, there exists a positive and significant relationship between compensation management aspect of human resources management practices and employee's commitment to the organization's core values measures of involvement ($r = 0.463$; $p < 0.05$) and loyalty ($r = 0.259$; $p < 0.05$) but no significant relationship was found between compensation management and image ($r = 0.003$; $p > 0.05$) and identity ($r = 0.035$; $p > 0.05$). Similarly, there was a significant relationship between job design and responsibility aspect of human resources management practices and employee's commitment to the organization's core values measures of involvement ($r = 0.337$; $p < 0.05$) and loyalty ($r = 0.288$; $p < 0.05$) but no significant relationship was found between job design and responsibility and image ($r = 0.174$; $p > 0.05$) and identity ($r = 0.144$; $p > 0.05$). Significant relationship was also found between training and career development aspect of human resources management practices and employee's commitment to the organization's core values measures of involvement ($r = 0.371$; $p < 0.05$) and loyalty ($r = 0.260$; $p < 0.05$) but no significant relationship was found between training and career development and image ($r = 0.075$; $p > 0.05$) and identity ($r = 0.151$; $p > 0.05$). Performance evaluation was significantly correlated with involvement ($r = 0.419$; $p < 0.05$) and loyalty ($r = 0.266$; $p < 0.05$) but not with image ($r = 0.107$; $p > 0.05$) and identity ($r = 0.147$; $p > 0.05$). Job security was positively and significantly correlated with involvement ($r = 0.355$; $p < 0.05$); loyalty ($r = 0.223$; $p < 0.05$); image ($r = 0.225$; $p < 0.05$) and identity ($r = 0.292$; $p < 0.05$).

Objective 3: to determine the relationship between HRM practices and organizational core value in the Nigerian Security and Civil Defence Corps, Kwara State Command Headquarters, Ilorin.

Table 4: Zero Order Correlation (Matrix Table) showing the Relationship between Human Resources Management Practices and Organization's Core Values in the Nigerian Security and Civil Defence Corps, Kwara State Command Headquarters, Ilorin.

Variables	1	2	3	4	5	6	7	8	Mean	SD
1 Compensation Management	1								9.03	1.97
2 Job Design and Responsibility	.421*	1							8.89	1.63
3 Training and Career Development	.565*	.306*	1						8.87	1.70
4 Performance Evaluation(Appraisal)	.565*	.456*	.513*	1					8.98	1.73
5 Job Security	.349*	.276*	.286*	.394*	1				9.23	1.59
6 Integrity	.471*	.469*	.350*	.370*	.222*	1			6.18	1.24
7 Competence	.328*	.451*	.247*	.349*	.167	.579*	1		6.14	1.37
8 Excellent Services	.317*	.230*	.204*	.307*	.248*	.579*	.370*	1	6.10	1.35

Source: Author's Computation, 2018

Table 4 shows the relationship between HRM practices and organization's core values in the Nigerian Security and Civil Defense Corps Kwara State Command Headquarters, Ilorin. As shown in Table 4, there exists a positive and significant relationship between compensation management aspect of human resources management practices and the organization's core values measures of integrity($r = 0.471$; $p < 0.05$); competence($r = 0.328$; $p < 0.05$) and excellent services($r = 0.317$; $p < 0.05$). Similarly, there was a significant relationship between job design and responsibility aspect of human resources management practices and the organization's core values measures of integrity ($r = 0.469$; $p < 0.05$); competence ($r = 0.451$; $p < 0.05$) and excellent services($r = 0.230$; $p < 0.05$). Significant relationship was also found between training and career development aspect of human resources management practices and the organization's core values measures of integrity ($r = 0.350$; $p < 0.05$); competence ($r = 0.247$; $p < 0.05$) and excellent services($r = 0.204$; $p < 0.05$). Performance evaluation was significantly correlated with the organization's core values measures of integrity ($r = 0.370$; $p < 0.05$); competence ($r = 0.349$; $p < 0.05$) and excellent services($r = 0.307$; $p < 0.05$). However, while job security aspect of human resources management practice was positively and significantly correlated with integrity($r = 0.222$; $p < 0.05$) and excellent services ($r = 0.248$; $p < 0.05$); such correlation was not significant with competence aspect of organizational core values ($r = 0.167$; $p > 0.05$).

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

This study examines the relationship between human resource management practices and employees' commitment to the organizational core values with reference to the Nigerian Security and Civil Defence Corps (NSCDC), Kwara State Command Headquarters, Ilorin. The research reports various form of human resource management practices in the Nigerian Security and Civil Defense Corps and equally ranks these practices in accordance to how they are being applied or used in the organization. It is indicated that job security is the most applied HRM practices compared to the others in the NSCDC, followed by compensation management, then performance appraisal. Job design is next to the performance appraisal while training and

career development is the least in ranking, consequently, the study concludes that HRM practices are in subsistence in NSCDC.

Similarly, the findings of the study show that there is significant relationship between HRM practices and employee's commitment to the organization's core values. Furthermore, it is ascertained from the results of the study that there is substantial relationship between HRM practices and organizational core value in the Nigerian Security and Civil Defence Corps, Kwara State Command Headquarters, Ilorin.

Sequel to the findings of the study, since some HRM practices such as staff training and development together with job design are given less attention in NSCDC, it is therefore recommended that more consideration should be given to these twin practices than ever. This will afford the employees in the organization the opportunity to:

- possess an in-depth understanding of what is required of them before the actual performance of their assigned tasks, and will as well minimize the time to be used on the job provided that job design helps in knowing what a responsibility entails to ensure effective accomplishment.
- operate or work in line with the organization's plans, thus facilitating the timely realization of its stated or predetermined objectives since employee's weakness based training produces desired results in any establishment.

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