



## Relationship between Administrative Strategies of Human Resource Manager and Human Resource Job Performance in Department of Education, Faculty of Education, University of Maiduguri, Borno State, Nigeria

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**Abstract.** The study examined the relationship between administrative strategies of human resource manager and human resource job performance in Department of Education, Faculty of Education, University of Maiduguri, Borno State, Nigeria. The objective the study was to determine the relationship between conflict resolution strategy, delegations' strategy, delegations' strategy and human resource job performance in Department of Education, Faculty of Education, University of Maiduguri, Borno State, Nigeria. The hypotheses were tested at 0.05 level of significant. This study used a correctional research design. A correlational research design investigates relationships between variables without the researcher controlling or manipulating any of them. A correlation reflects the strength and/or direction of the relationship between two or more variables. The population of the study was made up of both academic and non-academic staff in the Department Education, and Department of Arts Education, University of Maiduguri, Borno State, Nigeria. The total population consists of 78 staff comprised of both academic and non - academic staff. The sample technique employed in the study is a simple random sampling technique because it ensures that each member of a population has an equal chance of being selected at random. However, the study used Krejcie & Morgan (1970) table for determining sample size to sampled 66 staff. The research instrument for this study was a structured questionnaire titled 'the relationship between the Administrative Strategies of Human Resource managers and Human Resource Job Performance (ASoHRMoHRJ)'. The findings of the study revealed that, there was a significant relationship between conflict resolution strategy, delegations' strategy, training development strategy and human resource job performance in the Department of Education, Faculty of Education, University of Maiduguri, Borno State, Nigeria. Based on the findings of the study, it was concluded that, there was a positive significant association among conflict resolution

strategy, delegations' strategy, training development strategy and human resource job performance in the Department of Education, Faculty of Education, University of Maiduguri, Borno State, Nigeria. Based on the finding of the study, the researchers concluded that since conflict resolution strategy, delegations' strategy, training development strategy were found to significantly related to human recourse job performance in the Department of Education, Faculty of Education, University of Maiduguri, Borno State, Nigeria. Therefore, staff in the department should adopt the strategies in management of personnel.

**Keywords:** Administrative Strategies, Human Resource Manager, Human Resource Job Performance

### 1. Introduction

Human resource (personnel) management is the dynamic powerhouse of every organisation. For any entity to function correctly, there is a need for a well-functioning human resource department that operates within such an entity. Human resources, according to Godwin, Uloma, and Desmond (2024), is the lifeblood of every organization. It is the most adaptive resource of the organization despite the advent of modern technology into organizational management. Human resources (HR) in combination with other resources like material, time and financial resources are used to lead strategies that help in achieving organizational objectives.

The human resources as an attribute of the organization enable the organization to make and implement decisions naturally and respond flexibly to the threats and opportunities both inside and outside the organization. In the 21st century, the organisation, very much dependent on its human resources for survival, is having a growing dependence considering the increasingly complex nature of the organisational

environment. Human resource managers are responsible for hiring, training, motivating, and engaging employees to maximize organizational effectiveness. The level of job performance of workers is operationalized as the extent to which human resource workers perform their jobs effectively and efficiently in accordance with their responsibilities and functions for achieving the company's goals. It includes both task performance (e.g., recruiting, training, employee relations and compliance) and contextual performance (e.g., behaviors that help maintain a favorable working climate, adaptability and strategic congruence with business goals) (Aguinis & Gabriel, 2022).

Furthermore, administrative strategies are a series of coordinated decisions and activities performed by public administrators to align organizational resources, structures and procedures with policy objectives and operational goals (Mazouz & Rousseau, 2016). Administrative strategies are purposeful administrative tactics used by school administrators or heads of department to organize, direct and control people and material resources in order to attain educational goals (Eze, Okechukwu & Uche, 2023).

The researchers have noted that a successful administrative plan is essential for the success of a Human Resource (HR) manager, as it improves efficiency, accountability and strategic alignment within the firm. It also gives HR managers a defined framework that helps them work more clearly so they can help the firm reach its bigger goals through careful planning, following the rules and strong performance management. A reasonable administrative plan dramatically increases the productivity of HR services by making them more efficient, eliminating unnecessary tasks and making better use of time.

According to Armstrong (2020), administrative strategy enables human resource managers to "deliver consistent outcomes in areas like recruitment, pay management, delegation of duties, effective communication, effective training and policy development as well as policy enforcement," thereby directly contributing to organizational performance. Furthermore, properly defined procedures and well-maintained documentation enhance consistent decision-making and openness in human resource activities. As a result, the Human Resources (HR) department's credibility improves and employee trust grows. According to Dessler (2020), accountability and consistency in administrative processes are critical in developing a dependable and successful human resource (HR) system.

According to the HR manager, employees are the organization's most valuable asset, and they must be handled appropriately. As a result, the Human Resource Manager (HRM) plays a more strategic role in accomplishing organizational goals (Abdullah 2017). HRM is so important that managers are assigned to handle HR in their organizations. Furthermore, building

a favorable environment and fostering employee involvement are critical components of strategic HR since they lead to job satisfaction and long-term retention (Sepahvand, Bagherzadeh & Khodashahri, 2021). The term "strategic HR manager" refers to a comprehensive and innovative strategy that positions HR as a strong strategic collaborator in the organization's success, recognizing the workforce's critical role in developing long-term competitiveness (Sinambela, Sinaga & Lubis, 2022).

It is important to note that, if a human resource manager employs effective administrative strategies for the employees within the organization, there will be a positive performance leading to effective and efficient achievement of the organizational set goals and objectives. However, if a human resource manager employs poor administration strategies among the organization's employees, there will be negative performance, hence the set goal and objectives of the organization will not be actualized.

Human resource management is one of the pillars that organizations rely on to ensure effective and efficient operations. The majority of human resource managers are responsible for hiring and managing personnel in order to meet company goals and objectives. However, despite the roles and activities of human resource managers, human resource job performance remains a source of concern for stakeholders and researchers across all sectors of education. These could be related to the unappealing aspect of the working environment, inefficient communication techniques, bad resource management strategies and a lack of effective dispute resolution and delegation strategies. These issues may have an impact on organizational performance, resulting in low turnover, a decrease in output rate and in some cases, legal ramifications within and between employees and organizations. Against this backdrop, the researchers investigated the relationship between human resource managers' administrative strategies and personnel job performance at the Department of Education, Faculty of Education, University of Maiduguri, Borno State, Nigeria.

### 1.1 Objective of the Study

The objectives of the study were to determine:

- the relationship between, conflict resolution strategy and human resource job performance in the Department of Education, Faculty of Education, University of Maiduguri, Borno State, Nigeria,
- delegations' strategy and human resource job performance in the Department of Education, Faculty of Education, University of Maiduguri, Borno State, Nigeria,
- training strategy and human resource job performance in the Department of Education, Faculty of Education, University of Maiduguri, Borno State, Nigeria.

## 1.2 Hypotheses

The researchers test the following hypotheses at the 0.05 level of significance:

**H<sub>01</sub>:** There is no significant relationship between conflict resolution strategy and human resource job performance in the Department of Education, Faculty of Education, University of Maiduguri, Borno State, Nigeria.

**H<sub>02</sub>:** There is no significant relationship between delegations' strategy and human resource job performance in the Department of Education, Faculty of Education, University of Maiduguri, Borno State, Nigeria.

**H<sub>03</sub>:** There is no significant relationship between training development strategy and human resource job performance in the Department of Education, Faculty of Education, University of Maiduguri, Borno State, Nigeria.

## 2. Literature Review

Adejare (2024) examined Conflict Management Strategies and Employee Performance in Selected Manufacturing Firms in Lagos State. The study followed a survey research design. The population of this study covers all employees of the manufacturing companies mentioned in Lagos state, with a total population of 3,195, of which 357 were chosen for the study using stratified random sampling. Respondents were divided into strata, and a sample was taken at random from each. The questionnaire serves as a data collection tool in the study. The data were subjected to Spearman rank order correlation analysis. The study discovered that there is a strong positive association between conflict management tactics (collective bargaining, compromise, and accommodation) and organizational goal achievement. The findings also revealed a strong association between conflict management (collective bargaining, accommodation, confrontation, and avoidance) and employee performance in a sample of Lagos manufacturing enterprises.

Augustine (2024) investigated the effects of conflict management strategies on employee performance at the University of Calabar Teaching Hospital in Calabar, Nigeria. To collect data for analysis, the study used a survey research design with a structured questionnaire. The study had 550 participants. Using the Krejcie and Morgan table from 1970, the study's sample size was 226. The idea was tested and assessed using a simple linear regression analysis model. According to the findings, the University of Calabar Teaching Hospital's personnel perform better when they use a conflict avoidance technique. There is a significant effect of conflict collaboration strategy on employees' commitment to achieving organizational goals. There is a significant relationship between conflict

accommodation strategy and employees' motivation. There is also a significant conflict mediation strategy involving employees at the University of Calabar Teaching Hospital, Calabar.

Usman (2024) investigated Conflict Management Strategies and Organizational Performance: A Study of the Federal Roads Maintenance Agency in Abuja, Nigeria. The study used a survey research approach with a sample of 567 employees divided into three groups. There are 58 top-level employees, 136 middle-level employees, and 373 lower-level employees. Taro Yamane's formula was used to get the sample size of 235 FERMA staff members. The study collected data using a closed-ended questionnaire. The statistical approach of choice for testing hypotheses was regression analysis. The study's findings provide solid empirical evidence for a favorable and significant association between conflict management approaches and organizational performance. The study's findings offered insight into how conflict management tactics and accommodating practices contribute to improved organizational performance and their applicability in varied conflict situations.

Amehule (2022) investigated Delegation of Duty and Employee Commitment in Hotels in Port Harcourt. The study employed a cross-sectional exploratory survey research approach. The survey included 353 registered hotels in Port Harcourt, with 224 office managers participating. This study's sample size was two hundred and twenty-four (224) office managers (heads of units/departments) from 28 registered hotels out of a total of 153 registered hotels in Port Harcourt. The above sample size was calculated using a random sampling technique. To do the univariate study, Spearman's Rank Order Correlation Coefficient was used; data were presented and analyzed using descriptive statistical tools such as mean and frequency tables. Spearman's (rho) correlation was utilized to assess the association between independent and dependent variables at  $P < 0.05$  (two-tailed test). According to the study's findings, delegation of duties results in comparable performance of office managers in terms of affective commitment, normative commitment, and continuation commitment. The study discovered that delegation of duty influences employees' commitment in a hotel in Port Harcourt. Employees who do not delegate duties will struggle to fulfill their statutory responsibilities.

Al-Jammal (2015) investigated the impact of delegation of authority on employee performance at the Great Irbid Municipality in Irbid, Jordan. The study used a descriptive technique. The study's population was 1,500. The researchers picked a random sample of 200 employees and distributed them. (166) questionnaires were considered for retrieval, whereas (6) were deemed inappropriate for data analysis. The ultimate result was (160), which represented 80% of the study population. The study employed a questionnaire as its instrument.

The data were analyzed using mean, standard deviations, percentages, frequencies and T-test, which were calculated and extracted. The study's findings demonstrated that delegation promotes positive employee interactions. The study's findings indicate that the delegation of authority has a statistically significant impact on the efficacy, efficiency, and empowerment of employees' performance at the Great Irbid Municipality.

Adesola (2017) studied how staff performance at the Radisson Blu Anchorage Hotel in Ede, Osun State, was affected by training and development. A cross-sectional survey was used as the study's research design. Every employee of the Radisson Blu Anchorage Hotel, including those in the office, maintenance, food and beverage, IT, accounting, lodging, and security departments, made up the study's population. 68 workers of the Radisson Blu Anchorage Hotel comprised the study's sample size and sampling methodology. 68 employees were given a questionnaire as the data gathering tool. The mean and standard deviation were used as descriptive statistics to analyze the data. The study's conclusions showed that staff performance at the Radisson Blu Anchorage Hotel was impacted by appropriate business training and development. Nonetheless, management must examine the program to determine whether it applies to the employees' field of work. The study's findings showed that the Radisson Blu Anchorage Hotel has made investments in staff development and training.

A study on effective delegation and its effects on worker performance was carried out in Aba, Nigeria, by Ugoani in 2020. Exploratory research was the method used for the investigation. The study's population consisted of Nigerian bank management and staff. The study included 90 participants, of whom 60 were men and 30 were women. A questionnaire was utilized in the study to collect data. Using descriptive statistics, the data were examined. The study's conclusions showed that efficient delegation enhances worker performance. According to the study's findings, employee performance and efficient delegation are positively correlated.

Sothy (2019) studied how employee performance was affected by training and development in a private secondary school in Phnom Penh, Cambodia. From the target population of 220 employees, 74 respondents were chosen for the study's sample size of 90 respondents using a purposive and basic random sample technique. The questions were created to sample respondents' observations of the effects of training and development on employee performance, which allowed the school to maintain its competitive advantage, increase job satisfaction, improve employee performance to high levels, and encourage successful planning in line with school objectives. The study revealed a positive significant correlation between employee performance development and training.

Gourikar (2020) studied how training and development affected workers' performance at the Symbiosis Center of Management Studies in India. The researchers' design was quantitative, and the population consisted of all people. The study's sample population consisted of 250 respondents, including employers, students, working employees, and retired professionals. A questionnaire was used to collect the study's data, and descriptive statistics were used to analyze the data from 251 respondents. According to the findings, staff members are happy with the managers' planned training and development.

### 3. Methodology

This study used a correctional research design. The study examined the relationship between the administrative strategies of human resource managers and human resource job performance, Department of Education, University of Maiduguri, Borno State, Nigeria. A correlational research design investigates relationships between variables without the researcher controlling or manipulating any of them. A correlation reflects the strength and/or direction of the relationship between two or more variables. The direction of a correlation can be either positive or negative (Esser & Vliegthart, 2017). The population of the study was made up of both academic and non-academic staff in the Department Education, and Department of Arts Education, University of Maiduguri, Borno State, Nigeria. The total population consists of 78 staff comprised of both academic and non - academic staff. The sample technique employed in the study is a simple random sampling technique because it ensures that each member of a population has an equal chance of being selected at random. However, the study used Krejcie & Morgan (1970) table for determining sample size to sampled 66 staff. The research instrument for this study was a structured questionnaire titled 'the relationship between the Administrative Strategies of Human Resource managers and Human Resource Job Performance (ASoHRMoHRJ)' in the Department of Education, Faculty of Education, University of Maiduguri, Borno State, Nigeria. It comprises two sections, A and B. Section A comprises personal data of the respondents, like gender, working experience, and qualification. Section B consists of six (6) multiple-choice questions, giving respondents a choice from a range of answers based on a modified Likert-style rating scale. The validity of the instrument was subject to strict and thorough screening by the experts from Measurement and Evaluation and the Department of Social Science Education to ascertain whether or not the instrument would measure what it was supposed to measure. The corrections, comments, and suggestions were made to improve the validity of the instrument. The instrument was subjected to reliability using 5 academic staff and 5 non-academic staff to assess its reliability. Relationship between administrative strategies of human resource manager on human resource job performance in Department of Education,

Faculty of Education, University of Maiduguri, Borno State, Nigeria, who were not sampled and were further subjected to test and retest to obtain a coefficient of 0.74. The value indicates that the instrument is highly reliable. The questionnaire was accompanied by a letter

to the Head, Department of Education, University of Maiduguri, Borno State, Nigeria, to introduce the researcher to the respondents. In analyzing the data generated from the study, simple percentages, mean, and standard deviation were used.

#### 4. Data Analysis and Results

**H<sub>01</sub>:** There is no significant relationship between conflict resolution strategy and human resource job performance in the Department of Education, Faculty of Education, University of Maiduguri, Borno State, Nigeria.

**Table 1:** Correlational Analysis of Human Resource Management and Conflict Resolution Strategy in Department of Education, Faculty of Education, University of Maiduguri, Borno State, Nigeria

Variables	Mean	Std. Deviation	N	r-value	P-value	Remarks
Human Resource Management	20.5106	3.09187	66	0.375	0.009	significant
Conflict Resolution Strategy	19.7872	3.26334	66			

Table 1 tests the hypothesis that say there is a no significant relationship between conflict resolution strategy and human resource job performance in the Department of Education, Faculty of Education, University of Maiduguri, Borno State, Nigeria. The findings indicate that the r-value is 0.375 and the p-value is 0.009, which is less than 0.05 level of significance. This implies that there is a positive, significant relationship between conflict resolution strategy and human resource job performance in the Department of Education, Faculty of Education, University of Maiduguri, Borno State, Nigeria. Hence, the hypothesis was rejected.

**H<sub>02</sub>:** There is no significant relationship between delegations' strategy and human resource job performance in the Department of Education, Faculty of Education, University of Maiduguri, Borno State, Nigeria.

**Table 2:** Correlational Analysis of Human Resource Management and Conflict Resolution Strategy in Department of Education, Faculty of Education, University of Maiduguri, Borno State, Nigeria

	Mean	Std. Deviation	N	r-value	P-value	Remarks
Human Resource Management	20.5106	3.09187	66	0.444	0.002	significant
Delegation Strategy	20.7447	3.51684	66			

Table 2 tests the hypothesis that there is no significant relationship between delegations' strategy and human resource job performance in the Department of Education, Faculty of Education, University of Maiduguri, Borno State, Nigeria. The findings indicate that the r-value is 0.444 and the p-value is 0.002, which is less than 0.05 level of significance. This implies that there is a positive, significant relationship between delegations' strategy and human resource job performance in the Department of Education, Faculty of Education, University of Maiduguri, Borno State, Nigeria. Hence, the hypothesis was rejected.

**H<sub>03</sub>:** There is no significant relationship between training development strategy and human resource job performance in the Department of Arts Education and Social Science Education, Faculty of Education, University of Maiduguri, Borno State, Nigeria.

**Table 3:** Correlational Analysis of Human Resource Management and Conflict Resolution Strategy in Education, Faculty of Education, University of Maiduguri, Borno State, Nigeria

	Mean	Std. Deviation	N	r-value	P-value	Remarks
Human Resource Management	20.5106	3.09187	66	0.584	0.000	significant
Training Development Strategy	21.2979	2.52737	66			

Table 3 tests the hypothesis that there is no significant relationship between training development strategy and human resource job performance in the Department of Education, Faculty of Education, University of Maiduguri, Borno State, Nigeria. The findings indicate that the r-value is 0.584 and the p-value is 0.000, which is less than 0.05 level of significance. This implies that there is a positive, significant relationship between training development strategy and human resource job performance in the Department of Education, Faculty of

Education, University of Maiduguri, Borno State, Nigeria. Hence, the hypothesis was rejected.

#### 5. Discussion

The finding of the study with respect to the first hypothesis which states that there is no significant relationship between conflict resolution strategy and human resource job performance in the Department of Education, Faculty of Education, University of Maiduguri, Borno State, Nigeria. The findings of the

study revealed that, there was a significant relationship between conflict resolution strategy and human resource job performance in the Department of Education, Faculty of Education, University of Maiduguri, Borno State, Nigeria. The findings confirm the results of Adejare (2024), Augustine (2024), Usman (2024) who found that, there was a significant relationship between conflict resolution strategy and human resource job performance.

The findings of the study with respect to hypothesis two which states that, there is no significant relationship between delegations' strategy and human resource job performance in the Department of Education, Faculty of Education, University of Maiduguri, Borno State, Nigeria. The findings of the study further revealed that, there was significant relationship between delegations' strategy and human resource job performance in the Department of Education, Faculty of Education, University of Maiduguri, Borno State, Nigeria. The findings in consonance with Amehule (2022) and Al-Jammal (2015) who indicated that, the delegation of authority has a statistically significant impact on the efficacy, efficiency and empowerment of employees' performance.

The findings of the study with respect to hypothesis three which states that, that there is no significant relationship between training development strategy and human resource job performance in the Department of Education, Faculty of Education, University of Maiduguri, Borno State, Nigeria. The finding of the study also revealed that, that there is no significant relationship between training development strategy and human resource job performance in the Department of Education, Faculty of Education, University of Maiduguri, Borno State, Nigeria. The finding is inconsistency with the findings of Adesola (2017), Ugoani (2020), Sothy (2019) and Gourikar (2020) who revealed that, there was a positive significant correlation between personnel performance development and training.

## 6. Conclusion

Based on the findings of the study, it was concluded that, there was a positive significant association among conflict resolution strategy, delegations' strategy, training development strategy and human resource job performance in the Department of Education, Faculty of Education, University of Maiduguri, Borno State, Nigeria. This implies that, conflict resolution strategy, delegations' strategy, training development strategy are significant determinant of human resource job performance in the Department of Education, Faculty of Education, University of Maiduguri, Borno State, Nigeria.

## 7. Recommendation

Based on the finding of the study, the researchers recommended the following:

Since conflict resolution strategy, delegations' strategy, training development strategy were found to significantly related to human recourse job performance in the Department of Education, Faculty of Education, University of Maiduguri, Borno State, Nigeria. Therefore, staff in the department should adopt the strategies in management of personnel.

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