**EFFECTIVE HUMAN RESOURCES MANAGEMENT AS A TOOL FOR ORGANIZATIONAL SUCCESS**

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**ABSTRACT**

This study was carried out to examine effective human resources management as a tool for organizational success using Nigeria breweries. Specifically, the study identify the problems involved in the delivery of effective human resources management in an organization. The study also ascertain the general effectiveness of human resource management success in the organization. Furthermore the study discover the organizational approach to human resources management. More so,the study find out the human resource management practices that lead to organizational success. Lastly, the study ascertain the importance of human resource management in organization. The study used a descriptive analysis. The findings revealed that leadership development is one of the problems in the delivery of human resource of an organization. Also, organizational effectiveness is another problem in human resource effectiveness, furthermore, Change management is a major factor in human resource effectiveness. Lastly, H.R effectiveness measurement is a problem in the human resource of an organization. The study hereby recommend that organizations should employ qualified human resource personnel so as to drive organizational success. Also, Personnel in charge of human resource management should be professional in discharging his or her duties in other for the success of the organization. Lastly, Human resource personnel should undergo periodic training so as to be able to manage the affairs of the organization

****CHAPTER ONE****

**INTRODUCTION**

****1.1BACKGROUND OF THE STUDY****

One area of an organizational success is the management of workers in the organization. Business in a market economy depends on certain resources such as the financial resources material resources and human resources. It is through the combination of these resources that the attainment of the goal is achieved. However the most significant and complex component for the attainment of the organizational success is the human resource.

 The concept of human resource according to Udo-Udoaka (1992) refers to the managerial, scientific, engineering, technical, craft and other skills which are developed and employed in creating, designing and developing organization and in managing and operating productive and service enterprise and the economic institution. Human resource is composed of individual working for an organization, employed these days as temporary staff or contracted staff but collectively making up the most important of organizational resources. Therefore, an organization must have the right number and types of employees to who must be managed in such a way that they will be able to achieve their personal and organizational objectives. Since the early 1980s, the field of human resources management has been in a state of rapid transition. As the world continues to experience profound changes different sets of changes are revolving. Today, most managers are comfortable with the term “Human Resources” but a few still prefer to refer to “people” Employee” or “staff” and to use the term “personal management” Allan Cowling, (1998) argues at one level that terminology ‘may be deemed to be less important, because it is practice that really counts. However, at another level he argues that it does matter because ways of managing people at work have come a long way in the last fifteen years, and a refusal to use the modern term “human resources” can be an indication of a failure to recognize and utilize recent development.

****1.2STATEMENT OF THE PROBLEM****

  The primary purpose of any organization is to accomplish goals objectives and since the degree of accomplishment depends totally on the quality of its members. Therefore, it has to be concerned with the availability and improvement of human resource. To this extent, for an organization to be successful, it should ensure that there is an adequate supply of human skills. Following the growing technological changes and complexity in our industries as well as social factors, it then becomes necessary that organizations should train and develop their personnel to cope with ever increasing job requirement posed by fast technological social changes. Most organizations lack effective management and utilization of human resources and as a result  have been experiencing a decline in productivity and failure in the achievement of their goals and achievement.

This study therefore sought to investigate how effective human resource management has been a tool in organizations success with a view to recommending its adoption in other organizations.

****1.3OBJECTIVE OF THE STUDY****

Human resources is one of the major resources needed for organisations’ effectiveness and efficiency. The success or failure of the organization depends mainly on the quality of human resources. The objective of this study will therefore include the following.

Ø  To identify the problems involved in the delivery of effective human resources management in an organisation.

Ø  To ascertain the general effectiveness of human resource management success in the organization.

Ø  To discover the organizational approach to human resources management.

Ø  To find out the human resource management practices that lead to organizational success.

Ø  To ascertain the importance of human resource management in organization.

**1.4 RESEARCH QUESTIONS**

The following questions have been prepared for the study

1. What are the problems involved in the delivery of effective human resources management in an organization?
2. Is there a general effectiveness of human resource management success in the organization?
3. What are the organizational approach to human resources management?
4. What are the human resource management practices that lead to organizational success?
5. What are the importance of human resource management in organization?

****1.5 RELEVANCE OF THE STUDY****

The human resource management in an organization should not be over emphasized. In this regard, the study will be of immense importance not only to Nigeria Breweries Plc, but also serve as a reference material to other organizations in works sectors of the Nigeria economy.

In addition the study will help direct their focus to the need for the development of their human resources.

In the first place, it will be of great importance to the student of management and related courses, secondly it will be a source of academic information in the area of research, thirdly, it will assist Nigerian Breweries Plc and other organizations in measuring and assessing staffing performance, it will also help organization in identifying how human qualities make for success or failure in a given job and to recognize and access the qualities in candidate for employment.

The solution to the problem of training and development of human resources and other conclusions that would be made will go on to show what can be done to make the Nigerian firm effective in order to achieve organizations goals and objectives.

****1.6 SCOPE OF THE STUDY****

Though there are many organizations in Nigeria, it is impossible to use all these organizations for this study. Therefore, the scope of this study would be limited to Nigeria Breweries Plc.

****1.7 ORGANISATION OF THE STUDY****

This study is organized into five chapters. Chapter one deals with introduction as already shown, chapter two reviews the literature on effective human resources management and a tool for organizational success. Chapter three present the methodology adopted in the study. Chapter four shall comprise data presentation, empirical analysis and the results thereof. Finally in chapter five, we shall present the summary of our findings, the conclusion drawn and the necessary recommendations.

**CHAPTER TWO**

**REVIEW OF LITERATURE**

**INTRODUCTION**

Our focus in this chapter is to critically examine relevant literature that would assist in explaining the research problem and furthermore recognize the efforts of scholars who had previously contributed immensely to similar research. The chapter intends to deepen the understanding of the study and close the perceived gaps.

**2.2 DEFINITIONS OF HUMAN RESOURCE MANAGEMENT**

HRM has been argued to be a replacement of the term personnel management in organizations. In this light, experts like Armstrong (1987) sees HRM as ‘old wine in new bottles’; while Guest (1987) argued that human resource management is not a replacement but somehow differs from personnel management. Practically, it suggests that Human Resource (HR) tasks are majorly concern with the administrative activities such as recruitment, reward systems, promotion, and so on. However, it does not make HR administrators ‘having a seat at the table’ meaning that HR administrators is not regarded as a strategic business partner, therefore does not contribute to the success of the business. Storey (1995) defines HRM as “a distinctive approach to employment management which seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce, using an integrated array of cultural, structural and personnel techniques”; while Byars & Rue (2004) see HRM as “activities designed to provide for and coordinate the human resources of an organization.” In addition, Boxall & Purcell (2000) argue that “HRM includes anything and everything associated with the management of employment relationships in the firm.” The words anything and everything in the definition explains the wider range of issues comprising policies such employment contract and ways in which employees may be involved and participate in areas not directly covered by the employment contract thus ensuring suitable work life. Further, it goes beyond employment relations or industrial relations, which personnel management would not have been able to render in organizations.However, the four key dimensions to HRM as postulated by Guest (1987) include;

1. Commitment: It is expected of employees to identify the interests and goals of the organizations, and be aligned and committed in achieving these goals.
2. Flexibility: Employees are expected to adapt willingly to change within the organizational structure, without any strife or prejudice.
3. Quality: High levels performance attainment of organization depends on the quality of
4. members of staff and management of such organization.
5. Integration: ‘It involves the matching of human resources strategies to the needs of the business strategy (Guest, 1987)

**2.3     HUMAN RESOURCE MANAGEMENT FUNCTIONS**

**Managerial Functions:**

**Planning**: This involves predetermined course of action. In this process organizational goals and formulation of policies and programmes for achieving them are chalked out. A well thought out plan makes execution perfect and easy.

**Organizing**: This is a process by which the structure and allocation of jobs are determined. Organising involves each subordinate a specific task, establishing departments, delegating authority to subordinates, establishing channels of authority and communication, and coordinating the work of subordinates.

**Staffing**: This is a process by which managers select, train, promote and retire the subordinates. This involves in deciding the type of people to be hired, recruiting prospective employees, selecting employees, setting performance standard, compensating employees, evaluating performance, counseling employees, training and developing employees.

**Directing**: Directing is the process of activating group efforts to achieve the desired goals.

**Controlling**: This is the process of setting standards for performance, checking to compares see how actual performance compares with these set standards and taking needed corrective action. The operating functions already outlined forms the entire

gaument of day to day functions of HRM.

Human Resource functions are concerned with a variety of activities that significantly influence almost all areas of an organization and aim at:

1. Ensuring that the organization fulfils all of its equal employment opportunities and other government obligations.
2. Carrying out job analysis to establish the specific requirements for individual jobs within an organization.
3. Forecasting the human resource requirements necessary for the organization to achieve its objectives – both in terms of number of employees and skills.
4. Developing and implementing a plan to meet these requirements.
5. Recruiting and selecting personnel to fill specific jobs within an organization.
6. Orienting and training employees.
7. Designing and implementing management and organizational development programmes.
8. Designing systems for appraising the performance of individuals.
9. Assisting employees in developing career plans.
10. Designing and implementing compensation system for all employees.
11. At present HRM functions can be seen as the amalgam of organizational behaviour, personnel management, industrial relations and labour legislation.

**2.4     ORGANIZING THE HUMAN RESOURCE DEPARTMENT**

 In recent years, the preferred focus in the literature on strategic human resource management has become how to develop a more strategic role for the HR department (Ulrich, 1997), insofar as this role is seen to increase the performance of the organization (Welbourne & Cyr, 1999). In this vein, there is a large body of empirical work aimed at specifically analyzing the conditions that influence the strategic integration of the HR department. Some of this literature focuses on macro level factors outside of the control of the organization such as unionization and legislative statutes (Jennings, Cyr & Moore, 1995), labor market munificence (Bennet, Ketchen & Blanton Schultz, 1998), and enabling social policy practices that affect predominantly female-led HR departments (Brandl, Mayrhofer & Reichel, 2008). Other studies focus on factors internal to the organization such as the type of business strategy employed (Bowen, Galang & Pillai, 2002) and whether employees are viewed as strategic resources (Bennett, Ketchen & Blanton Schultz, 1998).

However, there are also numerous empirical studies which analyze the attitudes and perceptions of organizational actors towards HR. For instance, Golden and Ramanujam (1985) propose based on interviews with ten senior HR executives from firms around Cleveland, Ohio in the U.S. that senior management expectations of the HR function is one factor that influences the strategic integration of the HR department. Building on this research, Buller (1988) develops a model for the strategic integration of HR departments from interviews with HR mangers and senior planning executives at eight high-performance firms in the U.S. He finds that strategic integration of the HR department results from, among other things, incumbent executives’ values and skills.

Based on a longitudinal case study in a Finnish company, Ropo (1993) finds that ongoing strategic integration was driven by efforts of the HR department to build formal relationships and increase personal level communication with different organizational actors. Truss et al. (2002) employ a longitudinal study of two British organizations from the public and private sectors to investigate how the attitudes of senior managers, line managers, employees and members of the HR department towards the HR department’s level of strategic integration changed. Based on their findings, the authors develop a framework that explains changes in the HR department’s role by several interrelated factors including expectations of senior managers and line managers, and the perception of the HR department’s current role. Most recently, in a case study of six public sector organizations in the UK, Truss (2009) analyzes the factors that influence the development of particular roles for HR. She finds, among other things, that CEO attitudes are important for enabling the development of a more strategic role.

The CEO is the top decision-maker in an organization, and as such analyzing CEO attitudes toward HR and beliefs about how HR could develop its current role are of paramount importance for HR actors attempting to elevate their status in an organization. Although many of the aforementioned studies have underlined the critical role of the CEO within others’ considerations, the particular concerns of CEOs themselves have not yet been examined. Perceptions of the HR department vary among constituencies (Tsui, 1990; Tsui & Milkovich, 1987) and research on managerial work suggests that executive decision-making and attitudes are characterized by specific concerns (e.g., Hales, 1999; Watson, 1996), lending to the necessity of studying the CEO beliefs about the role of the HR department separately.

The primary purpose of our study is to examine CEO attitudes toward their HR departments, and what factors determine whether or not the CEO believes the role of the HR department can and should be developed. Our study seeks to elaborate upon the considerations specific to CEOs, and to further explore previously identified conditions for developing a more strategic role for the HR department within CEOs’ considerations.

**2.5     ROLES HUMAN RESOURCE DEPARTMENT**

Both academic and empirical typologies differentiate between two main roles of HR departments (Truss, 2009). The first role is more traditional and administrative, where the HR department is seen primarily as the administrator of functions such as payroll and benefits (Beer, 1997). Extensions of this administrative role also focus on the function of the HR department in promoting employee welfare (Beer, 1997; Boxall & Purcell, 2003), which arises out of the human relations movement (Mayo, 1945). The second role is more strategic, and is heterogeneously determined in the literature by the hierarchical position of the HR department (Hope-Hailey, Gratton, McGovern, Stiles & Truss, 1997), the participation of the senior HR manager in the strategy planning process (Golden & Ramanujam, 1985) and the discussion of strategic HR matters at a senior level (Storey, 1992).

Factors affecting whether the role played by the HR department in an organization is more administrative or strategic have been analyzed by drawing on various theoretical frameworks, such as contingency and institutional theories; strategic choice, negotiated evolution and role set theory; and co-evolution (Truss, 2009). Contingency and institutional theorists argue that contextual factors and isomorphic pressures both internal and external to the organization primarily determine the role of the HR department, which develops similarly across organizations facing similar enablers and constraints (DiMaggio & Powell, 1983; Kessler, Purcell & Coyle Shaprio, 2000). Examples of external pressures include tightness of labor markets, legislative statutes that support the implementation of HRM, and unionization (Jacoby, 1985; Jennings, Cyr & Moore, 1995; Kochan & Cappelli, 1984), while examples of internal factors include degree of centralization in the organization (Truss et al., 2002) and characteristics of the HR department itself, such as aptitude of HR managers (Guest & King, 2004).

However, recent work using strategic choice and negotiated evolution frameworks bring individual agency back into the determination of the role of the HR department through examining credibility-building activities by HR managers and identifying key organizational actors with whom HR managers should negotiate a more strategic role for the department (Truss et al., 2002). Arguments using social constructionist frameworks (Berger & Luckmann, 1966) also fit into this agentic view in that HR department influence in an organization is seen to be a product of symbolic actions and political maneuvering on the part of HR actors (Galang & Ferris, 1997). Finally, frameworks built on co-evolution (Paauwe & Boselie, 2005) look at the interchange between both individual choice and macro level constraints in determining the role of the HR department (Colbert, 2004; Truss, 2009).

**2.6     THE HUMAN RESOURCE MANAGER**

Human resources managers plan, coordinate, and direct the administrative functions of an organization. They oversee the recruiting, interviewing, and hiring of new staff; consult with top executives on strategic planning; and serve as a link between an organization's management and its employees.  According to several scholars like Barney (1991) and Wilson (1994) management of human resources is much more difficult than capital management or technology management. The definition of Human resource management (HRM) evolved in the later period of twentieth century. In the current day world, survival of an organization depends on the development of new capabilities; as a result organizations are facing critical challenges in all over the world. New challenges like globalization, investment in human capital, growth, change management etc. are emerging and organizations from all over the world needs to manage and find opportunities through these challenges. Among these challenges the management of human capital has gained added importance, as organizations are realizing the importance of people or human resource as assets of strategic importance. According to Hartel, Fujimoto, Strybosh and Fitzpatrick (2007) Human resource management does not merely deals with the rational administration but looks after the job satisfaction of the employees and also focus on, how to motivate them for better results, as a result it is making the best utilization of each individual human power for achieving the objectives of an organization. Human resource management is also an important fact considered by organizations from all over the world, because human resource is the resource that has the capability of converting the other source like capital, technology, methods, material, machine etc. into product or service. So the need of a sound Human Resource Management system is very much necessary, in today's world.Before the evolving of the definition of Human Resource Management the management process dealing with the similar kind of subject was known as personnel management. It emerged during the 1920s. It was concerned about a single department and its activities. The department it was concerned about was the human administration department, and its main function was recruitment and selection for the organization. The other functions carried out by this management were related to development, grievance handling, registration, appraisal, reward, retirement etc. But the negative fact about this system was that its formation was in the bureaucratic set up and it gave importance to the organization and its administration. By the late 1970s organizations from all over the world started facing increase in competitive pressures due to the factors like deregulation, fast growing technological change and globalization. So the need for a more efficient management system emerged and in response the Human Resource Management was developed. According to Khatri (1999) Human capital is one of the key factors that provide flexibility and adaptability to the organization. According to Rundle (1997) the people or the human resource are the adaptive mechanism not the organization or firm that determines the response of the organization towards the competitive environment. On current structural background Human Resource Management can be defined as systematic process by which human capital or human resource are recruited and managed in such a way that it helps the organization to achieve its objectives. Human Resource Management is concerned about not only the organization but also about the wellbeing of the human capital involved, so it gives consideration not only towards recruitment and selection but also towards the motivation factors, development and maintenance of human resources. Human Resource Management helps to select the right person, for the right job, at the right time and at right position in a changeable surrounding. According to Schuler & Jackson (1987); Schuler & Macmillan (1984); and Wright & Snell (1991); Human Resource Management comprises of the activities of an organization directed towards the management of the human resources and taking care of the facts that the resources are appointed at the right place and time for the right purpose for the fulfilment of the goals of the organization. The performance of an organization depends on the efficiency of the human resources involved with the organization. Therefore a systematic set up for recruitment, training and development, motivation, manpower planning, performance evaluation, industrial relation and remuneration management should be taken into consideration. Moreover Human Resource Management is also concerned about the development of skills, ability and knowledge in the acquired human resources, so that the tasks and responsibilities given by the organization are performed effectively and efficiently. The main concept of Human resource management comprises of four main functions - Acquisition, Development, Maintenance and Motivation of the human resource. These are the basic factors or key steps that help an organization to achieve its goals.

Storey (1989) believes that HRM can be regarded as a ‘set of interrelated policies with an ideological and philosophical underpinning’. He suggests four aspects that constitute the *meaningful* version of HRM:

1. A particular constellation of beliefs and assumptions

2. A strategic thrust informing decisions about people management

3. The central involvement of line managers and

4. Reliance upon a set of ‘levers’ to shape the employment relationship

Employee performance management is the systematic process by which an agency involves its employees, as individuals and members of a group, in improving organizational effectiveness in the accomplishment of agency mission and goals. Or it is an integrated system, including organizational design, work planning, assessments and feedback designed to maximize performance at the individual, team, unit and organizational levels to motivate and to develop staff.

Performance management thus is a means of getting better results by understanding and managing performance within an agreed framework of planned goals, standards and competency requirements. It describes how the process exists for establishing shared understanding about what is to be achieved, and for managing and developing people in a way that increases the probability that it *will* be achieved in the short and longer term. It thus focuses people on doing the right things by clarifying their goals. It is owned and driven by line management.

**Personality** - as defined by Toplis *et al* (1991), personality is all-embracing in terms of the individual’s behaviour and the way it is organized and coordinated when he or she interacts with the environment.

**Placement –** It is a system of assessment and selection by which vacancies are filled by staff serving in an organization. Commonly refers to internal filling of vacancies as distinguished from external recruitment.

**Recruitment** – a system of attracting, assessing and selecting candidate’s external to the organization in order to fill vacancies. This process is distinct from the one whereby serving staff are selected to fill vacancies. (*see definition for* ***Placement***).

**Compensation package** - structures which are devised and managed to provide and maintain appropriate types and levels of pay, benefits and other forms of reward.

**Competencies** - Combination of skills, attributes and behaviours that are directly related to successful performance on the job.

**Contractual arrangement** -Types of contracts which are used to hire individuals for periods ranging from short-term to long-term, or to engage their services for the provision of a specific end product. The contracts may be time-based (fixed-term or without time limit) or linked to the completion of a specific event/task.

**Guiding Principles of Performance Management**

Egan (1995) proposes the following guiding principles for performance management:

It is well known that majority of employees want direction, freedom to get their work done, and encouragement not control. The performance management system should be a control system only by exception. The solution is to make it a collaborative development system, in two ways. First, the entire performance management process – coaching, counselling, feedback, tracking, recognition, and so forth – should encourage development. Ideally, team members grow and develop through these interactions. Second, when managers and team members ask what they need to be able to do to do bigger and better things, they move to strategic development.

Performance management is essentially about the management of expectations. It creates a shared understanding of what is required to improve performance and how this will be achieved by clarifying and agreeing what people are expected to do and how they are expected to behave. It uses these agreements as the basis for measurement and review, and the preparation of plans for performance improvement and development.

**2.7     ROLES OF HUMAN RESOURCE LEADERS**

**Advisory Role:**

One of the major roles of HR manager is, to advise the top management in the matter relating to management and development of human resource, in order to achieve organizational objects. Looking to the company’s vision, mission and long range planning, HR executive advises the higher management to formulate appropriate HR policies, procedures which may create a perceptible change in the minds of the workers’ to help the transformational process of dynamism.

**Pro-Acting Role:**

HR manager ascertains the probable areas of conflict and differences between workers and management, identifies the factors that may create problems in future, forecasts the extent, quantum of loss that may occur and the department may suffer loss and takes remedial measures beforehand by way of developing organizational culture, climate, introducing system, mechanism, and does not leave any room to crop up problems, grievances.

**Welfare Role:**

HR executive looks to the welfare aspect of the employee’s viz., canteen, creche, rest-room, hospital, transportation, housing accommodation, school, etc. His one of the principal roles is to provide welfare facilities to the employees for their betterment and well-being.

**Developmental Role:**

Development of workers for attaining company goals is made by the HR manager through improvement of knowledge, skill, abilities, aptitude, attitude, value, beliefs etc. A dynamic organization needs dynamic employees and transformation of employee’s mind-set to the process of dynamism is possible only when all the potential areas for growth and development are reinforced. HR manager takes all possible measures for growth and development of employees through formulation of HR policies in the matter of training, career planning and development, counselling etc.

**Mediator’s Role:**

HR manager works as a link personality between trade unions and top management in order to eliminate the differences of opinions cropped up in process of settlement of disputes. He takes initiative to sort out problems through collective bargaining/ bipartite negotiation process.

**Social Upliftment Role:**

Organization is part and parcel of the society. As a societal member it has ethical and moral obligation to contribute to the society for its growth and development by way of taking necessary measures like creating and improving infrastructure, spreading learning institutions, providing medical facilities, generating employment opportunities. HR executive plays a vital role to give a proper shape in the formulation of suitable HR policies for the people in the society.

**Counsellor’s Role:**

Because of illiteracy and ignorance workers cannot take decision in their personal problems and they need advice to sort out such problems, viz. education of children, medical treatment, marital matter,family problems, etc. HR manager, as he comes close to the workers because of his nature of work, develops understanding between them and advises, guides the workers in right direction.

**Spokesperson Role:**

HR executive works as a spokesperson of the company especially, in the matter of depicting organization health, condition, strength etc. to the employees while negotiating for settlement of industrial disputes. He also acts as a representative of the workers when they are nonunionized/unorganized and cannot represent their case properly to the top management. Under such circumstances HR manager places their grievances, problems, demand to the top management for settlement/redressal.

**Motivator’s Role:**

One of the functions of HR manager is to motivate the employees to achieve their own goals, as well as organizational goals HR manager performs such role by way of introducing reward schemes. HR manager’s role of establishing mutual understanding, mutual confidence and mutual trust helps to motivate the employees to excel in the level of their performance.

**Procurer’s Role:**

HR manager helps to procure the right number and right kind of people at the right time, to enable the company to run smoothly, effectively and efficiently and to achieve its goals. He facilitates formulation of a dynamic recruitment policy, designs and develops Test/Interview techniques, selection process, suiting individuals and organization requirement in order to find out the right persons for the required jobs. He makes a systematic, problem free procurement exercise when workers express happiness, satisfaction and a state of contentment.

**Change Agent Role:**

In changing scenario, workers are required to change their attitudes, belief, perceptible state, values to meet organization needs, requirement and expectation. In the age of stiff competition organization can survive and develop only if the workers are adaptive to change requirement. It is the HR executive who through establishment of sound human relation convinces the workers about the necessity of changing attitude, values to accept change role, as reinforced by introduction of OD programme, TQM concept, quality circle etc.

**Maintenance Role:**

HR manager plays a pivotal role to retain the dynamic, excellent, highly skilled workers by providing attractive compensation package, introducing reward management, career planning and development, welfare, fringe benefits and social security schemes. Suitable policies are formulated, programmes are designed, necessary measures are taken to implement schemes for growth and development of employees, with and through the active efforts of the HR manager.

**Disputes Prevention Role:**

HR manager takes remedial measures-curative and prophylactic to redress and prevent grievances, disputes in order to bring harmony and peace in an organization through introducing, grievance handling machinery, collective bargaining process, rational approaches to discipline management, quality of working life, participative concept and the like.

HR executive creates congenial and conducive climate in the company by eliminating differences between management and workers and developing understanding on the basis of mutuality.

**Executive Role:**

HR manager plays an important role to execute the policies, programmes, decisions. Formulation and execution tasks are interwoven and equally important for achievement of organizational goals. HR manager acts as an executor of the policy decisions in the company, for smooth functioning and effectiveness of the organization.

**Decision Maker’s Role:**

HR manager is the supreme person to make decisions in respect of management and development of human resource. Organizational policies, programmes objectives concerning human resource are formulated by him.

**Coordinator’s Role**:

HR executive coordinates the task of developing, interpreting of HR programmes, policies which are put into operation by the line people, and develops a team spirit amongst them.

**Strategist Role:**

HR manager helps to accomplish business strategy of the organization through introducing and implementing HR strategies.

**Monitoring Role:**

HR manager acts as regulator/monitor to ensure, that HR policies, procedures, programmes, so formulated are monitored effectively to meet the objectives.

**2.8    IMPORTANCE OF PERSONNEL AND HUMAN RESOURCE**

**MANAGEMENT**

**Staying competitive :-**

 Part of personnel management is developing training for employees and providing the resources they need to stay up –to-date on their jobs some of those resources include an on site library of industry information encouraging employees to continue their education by subsidizing tuition costs and notifying employees of seminars and classes that would assist in the development of their job skills. When used in this manner, personnel management keeps your workforce currency on the changes in the industry it allows your company to adapt quicker to changes and keeps you ahead of the competition .

**Retention :-**

Human resources professionals focus on personnel manager from the employees first interview through the rest of employees tenure a competition pay plan and benefits package entice employees to work for your company ongoing administration of benefits , employees carrier advancement and an interactive review process by departmental managers help the employee to develop to her maximum potential when personnel management is effective for each employee from the beginning of employment , it result in a higher retention rate.

**Team work :-**

 Effective personnel management creates strong bonds between the company and the employee and it also encourages employees to develop a sense of teamwork. Team building exercises help employees learn to work together , and that works together with the focus on the individuals to create a stronger personnel framework employees understand their role within the company and they learn to respect the roles of others company decision follow their proper channels and the structure of the organization in strengthened .

**Managerial effectiveness :-**

 One of the more importance relationship for any company is the one between a manager and an employee by developing the employee and the team the staff understands how its action affect the productivity of the entire department when employees take a personnel interest in the productivity of their department this helps managers to focus more on departmental procedures and employee development while having to focus less on administrative responsibilities such as dispute resolution and employee turnover .

**2.9  EXTERNAL INFLUENCE ON HUMAN RESOURCE MANAGEMENT**

**Government Regulations –**

With the introduction of new workplace compliance standards your human resources department is constantly under pressure to stay within the law. These types of regulations influence every process of the HR department, including hiring, training, compensation, termination, and much more. Without adhering to such regulations a company can be fined extensively which if it was bad enough could cause the company to shut down.

**Economic Conditions –**

One of the biggest external influences is the shape of the current economy. Not only does it affect the talent pool, but it might affect your ability to hire anyone at all. One of the biggest ways to prepare against economic conditions is to not only know what’s happening in the world around you, but also create a plan for when there is an economic downturn. All companies can make due in a bad economy if they have a rainy day fund or plan to combat the harsh environment.

**Technological Advancements –**

This is considered an external influence because when new technologies are introduced the HR department can start looking at how to downsize and look for ways to save money. A job that used to take 2-4 people could be cut to one done by a single person. Technology is revolutionizing the way we do business and not just from a consumer standpoint, but from an internal cost-savings way.

**Workforce Demographics –**

As an older generation retires and a new generation enters the workforce the human resources department must look for ways to attract this new set of candidates. They must hire in a different way and offer different types of compensation packages that work for this younger generation. At the same time, they must offer a work environment contusive to how this generation works.

Those involved in human resource management does more than hiring and firing, they make sure that every type of external influence is listened to and proper procedures are followed to avoid lawsuits and sanctions. If you’re in HR make sure that you’re paying close attention to external influences because there is a good chance they’re affecting your job and the company you work for. So next time you talk to someone involved in the human resource management process think twice about the amount of factors that affect their job and how important it is for them to be on top of their game.

**2.10 HOW CAN A COMPANY’S EFFECTIVENESS BE MEASURED?**

**Look At Your Business’s Financial Statements**

When you think about measuring the success of your small business, you need to see how much money it’s generating. Obviously, money is important when you run a business. Without it, your business is done. With it, you can grow your business and continue pursuing your entrepreneurial dream. How much money is going in and out of your business?

The three main financial statements you can use at your small business are the income statement, balance sheet, and cash flow statement. The income statement measures the profitability of your business during a certain time period by showing your business’s profits and losses. The balance sheet shows your business’s financial health, measuring how much you owe and own. And, the cash flow statement shows how liquid cash is at your business. Measuring business performance means checking out the money flow of your business. If you want to see how profitable your business is, check out the financial statements.

**Check Customer Satisfaction**

One important measurement of small business success is customer satisfaction. If your customers aren’t satisfied after buying from your business, they probably won’t do it again. How do you measure customer satisfaction? There are a few different ways, including through surveys, reviews, or even asking, “Did you find everything you were looking for?” At Patriot, we pride ourselves on excellent customer satisfaction. We are all about reviews and making sure that our customers are happy with the software we provide. When we receive reviews, we post them on our company website. That way, others know what real people have to say about our products. Customers help us improve our products. My customers know what they need, and I learn how to satisfy their needs by listening to them. Many of the features we add to our software are because of customer requests.

**Average How Many New Customers You Get**

Knowing how many new customers you get is a great way to measure your business’s success and predict growth. If your business is stagnant with the same 25 customers, you might need to kick up your marketing strategy. See if the people buying from your business are existing customers. Develop a client list with email addresses to track customers. That way, you can easily count the number of new customers per month or year. Average how many customers you get from each new business action, like adding products or upping your marketing efforts. By averaging your new customers every so often, you can measure how successful your business is at drawing in new people.

**Conduct Performance Reviews**

Let’s not forget about your employees. Employees are essential — without them, you would have a hard time running and growing your business. One way to measure business success is through conducting performance reviews to see how your employees are doing. I try to conduct performance reviews twice a year. They let me see how happy my employees are at their jobs, as well as how effectively they complete tasks. Performance reviews help employees see what they need to improve and gives me further insight into their workload. For example, you might have an employee who has extra time on their hands. Through the performance review, you find out that the employee is unhappy because they want more responsibilities. You can then delegate more tasks to that employee to make them happier and increase workplace productivity without increasing the number of workers on payroll.

**Stay Current On The Market**

Sometimes, you need to know how the market is doing in order to measure the success of your own business. If you and your competitors aren’t doing well, it might be because there is a lull in the market. Don’t be down if your business’s profitability decreases. It might be a result of the national market and out of your control. Decreased profitability could be a good time to introduce new products if demand for your current product or service is put on hold.

**Assess Your Own Expectations**

How do you feel about the success of your business? According to one study, 55% of small business owners are satisfied with being a small business owner.

You might not think about it, but assessing your own happiness is important when measuring your business success. When I measure my business’s success, I try to consider my perception. How do I feel the business is doing? I know the numbers are good, but are they where I want them to be? Make sure you’re happy with your progress to encourage all-around success.

**2.11  CURRENT PROBLEMS, ISSUES AND TRENDS**

A. Technology enabled tools-: Today era technology has made easier environment of organizations. Human resource management easily understood and trained the new technology to employees ,as result employees performance enhance.

B. Work life balance-: Human Resource Management also give attentions of individuals employees work life. As a result strong relationship established between employees and organizations.

C. Friendly relationships with employees-: HR Departments consider as a employee’s “valuable assets” of the organizations. So employees fully concentrate on work as a result full utilization of resources in minimum cost and maximum profit in less consuming time in production.

D. To ready itself for adopt new technologies-: HR departments always ready to faced the new trends and technology because they understand what’s Organization

objectives.

E. Gender equality-: In the past few decades, the role of women in society has to change on the workplace .Literacy rate of women also have shot up. Gender biases

also reduced on work place, lack of discrimination and the list just goes on.

**Changing ability needs**

Recruiting and developing skilled labor is very important for any company involved regarding aggressiveness, productivity, quality and managing a various men effectively. ability deficiencies translate into vital losses for the organization in terms of poor-quality work and lower productivity, increase in worker accidents and client complaints. Since a growing range of jobs would force a lot of education and better levels of language than current ones, HRM practitioners and specialists can ought to communicate this to educators and community leaders etc. Strategic human resource

coming up with can sought to fastidiously weigh the ability deficiencies and shortages. HRM department can ought to devise appropriate coaching and short term programs to bridge the ability gaps & deficiencies.

**Globalization and its implications**

Business these days doesn’t have national boundaries – it reaches round the world. the increase of international firms places new needs on human resource managers. The hour department has to make sure that the suitable mixture of workers in terms of data, skills and cultural ability is accessible to handle world assignments. so as to fulfill this goal, the organizations should train people to fulfill the challenges of economic process. the staff should have operating information of the language and culture (in terms of values, morals, customs and laws) of the host country.Human Resource Management (HRM) should conjointly develop mechanisms that may facilitate philosophical system people work along. As background, language, custom or age variations become a lot of current, there area unit indications that worker conflict can increase. HRM would be needed to coach management to be a lot of versatile in its practices. as a result of tomorrow’s employees can are available in completely different colours, `nationalities so on, managers are going to be needed to alter their ways that. this may necessitate managers being trained to acknowledge variations in employees and to understand and even celebrate these variations.

**2.12 VROOM'S EXPECTANCY THEORY**

Vroom's Expectancy Theory Vroom's expectancy theory by Victor Vroom (1983) together with Edward Lawler and Lyman Porter, suggested that the relationship between people's behavior at work and their goals was not as simple as was first imagined by other scientists. Vroom realized that an employee's performance is based on individuals’ factors such as personality, skills, knowledge, experience and abilities. The theory suggests that although individuals may have different sets of goals, they can be motivated if they believe that: there is a positive correlation between efforts and performance; favorable performance will result in a desirable reward; the reward will satisfy an important need; the desire to satisfy the need is strong enough to make the effort worthwhile. The theory is based upon the following beliefs: Valence which refers to the emotional orientations people hold with respect to outcomes [rewards]. The depth of the want of an employee for extrinsic [money, promotion, time-off, benefits] or intrinsic [satisfaction] rewards. Management must discover what employees value. Expectancy which is the belief that employees have different expectations and levels of confidence about what they are capable of doing. Management must discover what resources, training, or supervision employees need. Instrumentality which is the perception of employees as to whether they will actually get what they desire even if it has been promised by a manager. Management must ensure that promises of rewards are fulfilled and that employees are aware of that.Vroom suggests that an employee's beliefs about Expectancy, Instrumentality, and Valence interact psychologically to create a motivational force such that the employee acts in ways that bring pleasure and avoid pain.

**CHAPTER THREE**

**RESEARCH METHODOLOGY**

**3.1 INTRODUCTION**

 In this chapter, we described the research procedure for this study. A research methodology is a research process adopted or employed to systematically and scientifically present the results of a study to the research audience viz. a vis, the study beneficiaries.

**3.2 RESEARCH DESIGN**

Research designs are perceived to be an overall strategy adopted by the researcher whereby different components of the study are integrated in a logical manner to effectively address a research problem. In this study, the researcher employed the survey research design. This is due to the nature of the study whereby the opinion and views of people are sampled. According to Singleton & Straits, (2009), Survey research can use quantitative research strategies (e.g., using questionnaires with numerically rated items), qualitative research strategies (e.g., using open-ended questions), or both strategies (i.e., mixed methods). As it is often used to describe and explore human behaviour, surveys are therefore frequently used in social and psychological research.

**3.3 POPULATION OF THE STUDY**

 According to Udoyen (2019), a study population is a group of elements or individuals as the case may be, who share similar characteristics. These similar features can include location, gender, age, sex or specific interest. The emphasis on study population is that it constitute of individuals or elements that are homogeneous in description.

This study was carried out to examine effective human resources management as a tool for organizational success, using Nigeria breweries, Lagos state as a case study. Staff of Nigeria breweries form the population of the study.

**3.4 SAMPLE SIZE DETERMINATION**

A study sample is simply a systematic selected part of a population that infers its result on the population. In essence, it is that part of a whole that represents the whole and its members share characteristics in like similitude (Udoyen, 2019). In this study, the researcher adopted the convenient sampling method to determine the sample size.

**3.5 SAMPLE SIZE SELECTION TECHNIQUE AND PROCEDURE**

According to Nwana (2005), sampling techniques are procedures adopted to systematically select the chosen sample in a specified away under controls. This research work adopted the convenience sampling technique in selecting the respondents from the total population.

In this study, the researcher adopted the convenient sampling method to determine the sample size. Out of all the entire population of staff of Nigeria breweries, the researcher conveniently selected 36 out of the overall population as the sample size for this study. According to Torty (2021), a sample of convenience is the terminology used to describe a sample in which elements have been selected from the target population on the basis of their accessibility or convenience to the researcher.

**3.6 RESEARCH INSTRUMENT AND ADMINISTRATION**

The research instrument used in this study is the questionnaire. A survey containing series of questions were administered to the enrolled participants. The questionnaire was divided into two sections, the first section enquired about the responses demographic or personal data while the second sections were in line with the study objectives, aimed at providing answers to the research questions. Participants were required to respond by placing a tick at the appropriate column. The questionnaire was personally administered by the researcher.

**3.7 METHOD OF DATA COLLECTION**

Two methods of data collection which are primary source and secondary source were used to collect data. The primary sources was the use of questionnaires, while the secondary sources include textbooks, internet, journals, published and unpublished articles and government publications.

**3.8 METHOD OF DATA ANALYSIS**

The responses were analyzed using the mean and standard deviation, which provided answers to the research questions. And yes or no responses.

In analyzing data collected, mean score was used to achieve this. The four points rating scale will be given values as follows:

SA = Strongly Agree 4

A = Agree 3

D = Disagree 2

SD = Strongly Disagree 1

**Decision Rule:**

To ascertain the decision rule; this formular was used

|  |
| --- |
| 4+3+2+1 =10**= 2.5** 4 4 |

Any score that was 2.5 and above was accepted, while any score that was below 2.5 was rejected. Therefore, 2.5 was the cut-off mean score for decision taken.

 **3.9 VALIDITY OF THE STUDY**

Validity referred here is the degree or extent to which an instrument actually measures what is intended to measure. An instrument is valid to the extent that is tailored to achieve the research objectives. The researcher constructed the questionnaire for the study and submitted to the project supervisor who used his intellectual knowledge to critically, analytically and logically examine the instruments relevance of the contents and statements and then made the instrument valid for the study.

**3.10 RELIABILITY OF THE STUDY**

The reliability of the research instrument was determined. The Pearson Correlation Coefficient was used to determine the reliability of the instrument. A co-efficient value of 0.68 indicated that the research instrument was relatively reliable. According to (Taber, 2017) the range of a reasonable reliability is between 0.67 and 0.87.

**3.11 ETHICAL CONSIDERATION**

he study was approved by the Project Committee of the Department. Informed consent was obtained from all study participants before they were enrolled in the study. Permission was sought from the relevant authorities to carry out the study. Date to visit the place of study for questionnaire distribution was put in place in advance.

**CHAPTER FOUR**

**DATA PRESENTATION AND ANALYSIS**

**INTRODUCTION**

This chapter presents the analysis of data derived through the questionnaire and key informant interview administered on the respondents in the study area. The analysis and interpretation were derived from the findings of the study. The data analysis depicts the simple frequency and percentage of the respondents as well as interpretation of the information gathered. A total of thirty-six (36) questionnaires were administered to respondents of which only thirty (30) were returned and validated. This was due to irregular, incomplete and inappropriate responses to some questionnaire. For this study a total of 30 was validated for the analysis.

**4.1 DATA PRESENTATION**

**Table 4.2: Demographic profile of the respondents**

|  |  |  |
| --- | --- | --- |
| **Demographic information** | **Frequency** | **percent** |
| **Gender**Male |  |  |
| 17 | 56.7% |
| Female | 13 | 43.3% |
| **Age** |  |  |
| 20-25 | 9 | 30% |
| 25-30 | 8 | 26.7% |
| 31-35 | 6 | 20% |
| 36+ | 7 | 23.3% |
| **Marital Status** |  |  |
| Single  | 19 | 63.3% |
| Married | 11 | 36.7% |
| Separated | 0 | 0% |
| Widowed | 0 | 0% |
| **Education Level** |  |  |
| WAEC | 0 | 0% |
| BS.c | 25 | 83.3% |
| MS.c | 5 | 16.7% |
| MBA | 0 | 0% |

**Source: Field Survey, 2021**

**4.2 DESCRIPTIVE ANALYSIS**

**Question 1:** What are the problems involved in the delivery of effective human resources management in an organization?

**Table 4.3:** Respondent on question 1

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **S/N** | **ITEM STATEMENT** | **SA****4** | **A 3** | **D 2** | **SD 1** | **X** | **S.D** | **DECISION** |
| 1 | Leadership development | 10 | 8 | 5 | 7 | 2.9 | 2.7 | Accepted |
| 2 | Organizational effectiveness | 14 | 10 | 4 | 2 | 3.1 | 3.2 | Accepted |
| 3 | Change management | 12 | 10 | 5 | 3 | 3.1 | 3.03 | Accepted |
| 4 | H.R effectiveness measurement | 10 | 8 | 3 | 9 | 2.8 | 2.63 | Accepted |

**Source: Field Survey, 2021**

 In table above, item1 with mean response of 2.7 accepted that leadership development. Item 2 with mean score of 3.2also accepted that organizational effectiveness. Item 3 with mean score of 3.03 that change management. Item 4 with the mean score of 2.63 also accepted that H.R effectiveness measurement. Item 1,2,3,4 have mean scores above 2.50. This indicates that respondents accepted in all the items on the problems involved in the delivery of effective human resources management in an organization

**Question 2:**Is there a general effectiveness of human resource management success in the organization?

**Table 4.4 Respondent on question 2**

|  |  |  |
| --- | --- | --- |
| **Options** | **Frequency** | **Percentage** |
| Yes | 13 | 58.44 |
| No | 7 | 19.48 |
| Undecided | 10 | 22.07 |
| **Total** | **30** | **100** |

**Field Survey, 2021**

From the responses obtained as expressed in the table above, 58.44% of the respondents said yes, 19.48% said no , while 22.07% were undecided.

**Research Question 3:**What are the organizational approach to human resources management?

Table 4.5: respondent on question 3

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **S/N** | **ITEM STATEMENT** | **SA****4** | **A****3** | **D****2** | **SD****1** | **X** | **S.D** | **DECISION** |
| 1 |  Hard and soft approach | 14 | 6 | 7 | 3 | 3.0 | 3.03 | Accepted |
| 2 | Best fit approach | 13 | 7 | 8 | 2 | 3.0 | 3.03 | Accepted |
| 3 | Best fit practices | 15 | 3 | 5 | 7 | 3.8 | 2.93 | Accepted |
| 4 | Compensation management and training and development | 12 | 10 | 5 | 3 | 3.1 | 3.03 | Accepted |

**Source: Field Survey, 2021**

In table above, item 1 with mean response of 3.03 accepted that hard and soft approach. Item 2 with mean response of 3.03 accepted that best fit approach. Item 3 with mean response of 2.93 also accepted that Best fit practices. Item 4 with mean response of 2.61 accepted that compensation management and training and development. Item 1, 2, 3, 4 all have mean scores above 3.05. This indicates that respondents agreed on item 1to 4 on the organizational approach to human resources management.

**Research Question 4:** What are the human resource management practices that lead to organizational success?

Table 4.6: respondents on question 4

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **S/N** | **ITEM STATEMENT** | **SA****4** | **A****3** | **D****2** | **SD****1** | **X** | **S.D** | **REMARK** |
| 1 | Creating favorable working condition | 28 | 22 | 14 | 13 | 3.4 | 2.84 | Accepted |
| 2 | Employee retention | 26 | 20 | 18 | 13 | 3.1 | 2.76 | Accepted |
| 3 | Coaching and development | 30 | 15 | 12 | 20 | 3.8 | 2.71 | Accepted |
| 4 | On-boarding process | 18 | 20 | 27 | 12 | 3.3 | 2.57 | Accepted |

**Source: Field Survey, 2021**

In table above, item 1 with mean score of 2.84 accepted the statement that creating favorable working condition. Item 2 with mean score of 2.76 also accepted that employee retention. Item 3 with mean response of 2.71 accepted that Coaching and development. Item 4 with mean response of 2.57 accepted that on-boarding process. Item 1, 2, 3, 4, all have mean scores above 2.50. This indicates that respondents accepted in item 1 to 4 on human resource management practices that lead to organizational success.

**Question 5:**What are the importance of human resource management in organization?

Table 4.7: respondent on question 5

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **S/N** | **ITEM STATEMENT** | **SA****4** | **A 3** | **D 2** | **SD 1** | **X** | **S.D** | **DECISION** |
| 1 | Strategic management | 14 | 9 | 7 | 4 | 3.2 | 3.36 | Accepted |
| 2 | Wages and salary | 13 | 10 | 2 | 5 | 3.0 | 3.03 | Accepted |
| 3 | Safety and risk management | 12 | 13 | 2 | 3 | 3.1 | 3.13 | Accepted |
| 4 | Minimizing liability issues | 13 | 4 | 10 | 3 | 2.9 | 2.9 | Accepted |

**Source: Field Survey, 2021**

 In table above, item1 with mean response of 3.36 accepted that strategic management . Item 2 with mean score of 3.03 also accepted that wages and salary. Item 3 with mean score of 3.13 accepted safety and risk management. Item 4 with the mean score of 2.9 also accepted minimizing liability issues. Item 1,2,3,4 have mean scores above 2.50. This indicates that respondents accepted in all the items on importance of human resource management in organization.

**CHAPTER FIVE**

**SUMMARY, CONCLUSION AND RECOMMENDATION**

**5.1 SUMMARY**

In this study, our focus was effective human resources management as a tool for organizational success using Nigeria breweries Lagos as a case study**.** The study specifically was aimed at highlighting the problems involved in the delivery of effective human resources management in an organization. The study also ascertain the general effectiveness of human resource management success in the organization. The study further discover the organizational approach to human resources management. More so the study find out the human resource management practices that lead to organizational success. Lastly, the study ascertain the importance of human resource management in organization. A total of 30 responses were validated from the enrolled participants where all respondent are drawn from staff of Nigeria breweries.

**5.2 CONCLUSION**

Based on the finding of this study, the following conclusions were made:

1. Leadership development is one of the problems in the delivery of human resource of an organization
2. Organizational effectiveness is another problem in human resource effectiveness
3. Change management is a major factor in human resource effectiveness
4. H.R effectiveness measurement is a problem in the human resource of an organization.

**5.3 RECOMMENDATION**

Based on the responses obtained, the researcher proffers the following recommendations:

1. That organizations should employ qualified human resource personnel so as to drive organizational success
2. Personnel in charge of human resource management should be professional in discharging his or her duties in other for the success of the organization.
3. Human resource personnel should undergo periodic training so as to be able to manage the affairs of the organization

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**APPENDIXE**

**QUESTIONNAIRE**

**PLEASE TICK [√] YOUR MOST PREFERRED CHOICE(S) ON A QUESTION.**

**SECTION A**

**PERSONAL INFORMATION**

Gender

Male ( )

Female ( )

Age

20-25 ( )

25-30 ( )

31-35 ( )

36+ ( )

Marital Status

Single ( )

Married ( )

Separated ( )

Widowed ( )

Education Level

WAEC ( )

BS.c ( )

MS.c ( )

MBA ( )

**SECTION B**

**Strongly agree(SA)Agree(A) Disagree(DA) strongly disagree(SD)**

**Question 1:** What are the problems involved in the delivery of effective human resources management in an organization?

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **S/N** | **ITEM STATEMENT** | **SA** | **A**  | **D**  | **SD**  |
| 1 | Leadership development |  |  |  |  |
| 2 | Organizational effectiveness |  |  |  |  |
| 3 | Change management |  |  |  |  |
| 4 | H.R effectiveness measurement | 1 |  |  |  |

**Question 2:**Is there a general effectiveness of human resource management success in the organization?

|  |  |
| --- | --- |
| **Options** | **Please tick** |
| Yes |  |
| No |  |
| Undecided |  |

**Research Question 3:**What are the organizational approach to human resources management?

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **S/N** | **ITEM STATEMENT** | **SA** | **A** | **D** | **SD** |
| 1 |  Hard and soft approach |  |  |  |  |
| 2 | Best fit approach |  |  |  |  |
| 3 | Best fit practices |  |  |  |  |
| 4 | Compensation management and training and development |  |  |  |  |

**Research Question 4:** What are the human resource management practices that lead to organizational success?

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **S/N** | **ITEM STATEMENT** | **SA** | **A** | **D** | **SD** |
| 1 | Creating favorable working condition |  |  |  |  |
| 2 | Employee retention |  |  |  |  |
| 3 | Coaching and development |  |  |  |  |
| 4 | On-boarding process |  |  |  |  |

**Question 5:**What are the importance of human resource management in organization?Table 4.7: respondent on question 5

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **S/N** | **ITEM STATEMENT** | **SA** | **A**  | **D**  | **SD**  |
| 1 | Strategic management |  |  |  |  |
| 2 | Wages and salary |  |  |  |  |
| 3 | Safety and risk management |  |  |  |  |
| 4 | Minimizing liability issues |  |  |  |  |