

IMPACT OF HUMAN RESOURCE PROGRAMS ON EMPLOYEE PRODUCTIVITY

(A CASE STUDY OF TUYIL PHARMACEUTICAL LIMITED, ILORIN, KWARA STATE.)

BY

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CERTIFICATION

This is to certify that this research work has been read and approved as meeting part of the requirements of Department of Business Administration, Institute of Finance and Management Studies (IFMS) Kwara State Polytechnic, Ilorin for the award of Higher National Diploma (HND) in Business Administration and Management.

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DEDICATION

This research work is specially dedicated to Almighty Allah, the most beneficent and most merciful. I also ascribe much gratitude to the same God who along is the source of all inspiration, wisdom, knowledge and understanding who upright by me from the inception till the end of my programme.

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In a special way, I will like to appreciate my sister again thank you dear

GOD BLESS YOU ALL.

ABSTRACT

The impact of Human Resource Management in an Organization dominate the real sector and play roles in the organization development of this countries around the world. This study assessed the issues and challenges of entrepreneurship development in Kwara state. The study was carried out in six local government areas in Kwara State which include Ilorin South, Ilorin West, Ilorin East, Offa, Ifelodun and Irepodun. Data for the study were obtained from 236 respondents with the aid of well structured questionnaires. The questionnaires contained both closed and open-ended questions on demographic data. The data collected were analyzed using frequency tables, percentages and simple tabulation method. Regression analysis and z-test were used to test the hypotheses of the study. The findings of the study shows that the effect of inadequate startup capital constitutes a major problem or constraints to the development of entrepreneurship in Kwara State, there is no level of awareness of people towards entrepreneurship development in Kwara State and there is no favourable policies established by the government to develop entrepreneurship in Kwara State. The study recommended that government should formulate monetary and regulatory policies that will favour the operation in Kwara State, government should endeavor to provide adequate infrastructural facilities and provision of training of entrepreneurs and strong educational background to potential entrepreneurs to ensure successful business venture.

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CHAPTER ONE

INTRODUCTION

1.1 Background To The Study

Employees and employee management practices appear to be one way that companies are able to improve their performance. Strategic human resource management scholars have argued that an organization's success is at least partially dependent on its employees and their behaviors in carrying out the strategies of the business (Becker & Gerhart, 1996; Delery & Doty, 1996; Wright & McMahan, 1992; Dyer, 1984). Organizations that can effectively influence the behaviors and motivation of their employees through human resource management systems will be able to increase their performance and viability (Huselid, 1995). Small firms should also be able to leverage their employees through human resource management, to improve their performance, but very little research has addressed the role of human resource management in small businesses. In this paper I will address the relationship between human resource management (HRM) and the performance of small businesses and explore the benefits that the context of small businesses provides for the study of strategic human resource management (SHRM).

A significant number of researches have been conducted examining the relationship between human resource management and firm performance. In a recent review of the literature, Wright et al., (2005) found a total of 68 empirical studies looking at the relationship between HRM and some aspect of firm performance. The research focused specifically on published, empirical studies testing a relationship between an HRM system and performance. Notably, all of the reviewed studies reported at least one significant relationship between HR systems

and performance. Clearly from this review of the literatures, there is an increasing agreement that a relationship does exist between HRM and firm performance. In spite of this agreement, however, there is still disagreement about the nature of this relationship (Wright et al., 2005; Becker & Gerhart, 1996). While it is clear that past research on SHRM has consistently shown a positive relationship between various conceptualizations of HRM and firm performance (Wright et al., 2005), this research has focused almost exclusively on small corporations. Very little research has examined the generalizability of these findings to small businesses and our current understanding of the role that HRM plays in small firms are limited (Cardon & Stevens, 2004). By testing the relationship between HRM and firm performance in small businesses, my study expands our understanding of SHRM into a new context.

In addition to providing a new arena in which to test the relationship between HRM and firm performance, the context of small firms also provides the opportunity to more thoroughly test this relationship. Despite the growing body of research on the relationship between HRM and firm performance, several questions still exist around variable measurement, research design, and the role of contingencies in SHRM research. In spite of the success of this research in demonstrating a relationship between HRM and performance, past research has not sufficiently made the argument for HRM causing performance (Wright et al., 2005). Specifically past research has had difficulty controlling for or otherwise ruling out possible alternative drivers of performance. Many of these questions are driven by the complexity in both the relationship itself as well as the context of small -organizations typically used to study this relationship (Becker & Gerhart, 1996). Given the importance of small firms to our economy, it is important for researchers

to understand what tools small businesses can leverage to improve their performance and increases their chances of survival.

1.2 Statement Of The Problem

SHRM research in large organizations involves dealing with multiple complexities making it difficult to measure and control for alternative drivers of performance such as the human capital of the top manager or the environment in which the firm operates (Blau & Schoenherr, 1971). By their very nature, large firms are extremely complex and present many research difficulties such as multiple levels, multiple products, complex strategies, and operations spread across multiple geographies to name just a few.

Small businesses have none of these complexities and present a context in which the measurement of HRM as well as alternative drivers of performance for control purposes is not hindered by complexity. Thus, studying the effects of HRM in small businesses allows me to more directly look at the relationship between HRM and firm performance and understand whether HRM contributes to the performance of small businesses. Second, and possibly as important, studying the relationship in the context of small businesses enables me to understand the effects of HRM on firm performance above and beyond other known drivers of performance.

Finally, studying the relationship between HRM and performance also allows me to test potential moderating effects of these other known drivers of performance in small businesses. Delery & Doty, (1996) argued that it was likely that the effect of HRM on performance was contingent on the existence of another variable or variables such as strategy (Youndt, Snell, Dean ft. Lcpak, 1996; Delery & Doty, 1996). Understanding these contingency relationships will help us to

understand when and under what conditions HRM might be more or less instrumental in contributing to the performance of the firm.

Therefore, this study make an additional significant contribution to the field by testing contingency relationships between known performance drivers in firm and the HRM toperformance relationship leading to a broader understanding of the conditions under which HRM might lead to performance. Thus, the question of whether strategic human resource practices improves or worsens firm financial performance is stills worthy of further research such as the one being undertaken in this study. Besides, the impact of strategic human resource practice on firm performance has not received adequate research attention in the manufacturing industries. Research also shows most of the studies on impact of strategic human resource practice on corporate performance that have been reported were carried out on industrialized countries such as the United States (Martell and Carroll, 1995), United Kingdom, Australia and Asia (Purcell, 2002 and 200.4; Storey, 1995 and Legge, 1995) among others. This means that there is a major gap in the relevant literatures on developing countries including Nigeria, which has to be covered by research. This research attempts to fill this gap by studying the situation of the Nigerian manufacturing industry and providing more empirical evidence on the effects of strategic human resource practices on corporate performance.

Also, the empirical evidences emerging from various studies about the effect of human resource management on corporate financial performance have so far yielded mixed results that are inconclusive and contradictory. Because of these contradictory results the relationship between human resource management practice and corporate performance is controversial.

1.3 Research Questions

The following research questions are advanced:

- i. What is the impact of human resources management on organization performance?
- ii. Does human resources management have effects on employees' efficiency?
- iii. Is there any relationship between human resources and management and organizational growth?

1.4 Objectives of the Study

The purpose of this research is itemized as follows;

- i. To determine the impact of human resources management on organization performance.
- ii. To examine whether human resources management has effects on employees' efficiency.
- iii. To investigate the relationship between human resources and management and organizational growth.

1.5 Research Hypothesis

H₁: There is no significant impact of human resources management on organization performance.

H₂: Human resources management has no effects on employees' efficiency.

H₃: There is no significant relationship between human resources and management and organizational growth.

1.6 Significance of the study

This study becomes important because of the strategic position of employees in the actualization of organization's goals and objectives. Human resource

department and programme have become an element of the firm's profit equation to be minimized as a cost and maximized as a value-adding component of firm strategy.

The research work will be of measurable value to a key player and a stakeholder including the managers in recognizing the importance of different strategic planning and policy for connecting SHRM practices with corporate performance in the manufacturing industries.

This research will also benefit current research on performance in small businesses by providing insights into the role that HRM plays in the performance of small firms.

Finally, research in this area will benefit small business owners and managers by providing insights into how they can better run their business and improve their performance through effective management of their human resources.

1.7 Scope of the study

Previous studies addressing HRM and its relationship to business strategies continued to focus on specific HRM functional areas such as compensation and its individual impact on the accomplishment of business strategy. This research is focus on Olam Flour Mill, Ilorin. Thus, the study will be carry out in Ilorin metropolis within the period of 2021-2022 and no attempt shall be made beyond this.

1.8 Definition of terms

Management.

This is the process of carrying out the task of ensuring that a number of diverse activities are performed in such a way that the designed objectives of the organization are achieved.

Human Resources

Human resources consist of workers or employees. They are a pivotal variable in the actualization of the goals and objectives of the organization. Without them all other inanimate assets would be worthless.

Organization

Organization is the rational coordination of the activities of people for the achievement of some common explicit purpose or goals through division of labour and functions, and through a hierarchy of authority and responsibility.

Human

Human can be defined as the social animal made by God from soil during the time of the beginning of creation.

Human are superior to all other creations and they are the ones that are supposed to be controlling other animals and all other creations in the universe. Human are the most important component of human resources management.

Resources

Resources can be defined as the material that is used by an organization for the purpose of achieving organization goals, purposes and objectives.

It can also be defined as part of the input that goes into the realization of a company's targets.

Resources can be in the form of men, money or materials.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

Human resource management practice is a relatively undeveloped field, which has undergone a rapid growth. From its early roots as the function involved in the administrative aspects of hiring, firing, and payroll, it has seen stages where union relations, employee satisfaction, and legal compliance have served as dominant areas of emphasis and expertise. Strategic human resource practice emphasises the need for human resource plans and strategies to be formulated within the context of overall organizational strategies and objectives, and to be responsive to the changing nature of the organisation's external environment. Most recently a trend lies developed toward justifying the expenditures for and existence of the Human Resources function. Human Resource departments and programs have become an element of the firm's profit equation to be minimized as a cost and maximized as a value-adding component of firm strategy. Thus the overall themes of Strategic Human Resource Management (SHRM) are the integration of all Human Resource practice functions, adherence to broad organizational goals and responsiveness to the external environment.

2.1 Conceptual Framework

2.1.1 Concept of Human Resource Management

The concept of Human Resource Management was first defined by Bakke (1966) who said that the general type of activity in any function of management is to use resources effectively for an organizational objective. The function which is related to the understanding,

maintenance, development, effective employment and integration of the potential in the resource of „people“ I shall call simply the human resources function. However, HRM emerged fully fledged later when the Michigan „matching model“ (Fombrun et al, 1984) and what (Boxall 1992) calls the Harvard framework developed by Beer et al (1984) made statements on the HRM concept revealing the need to take HRM beyond just selection and compensation to broader issues that demand more comprehensive and more strategic perspective to an organization's human resources.

As Armstrong (1987) puts it “HRM is regarded by some personnel managers as just a set of initials or old wine in new bottles. It could indeed be no more and no less than another name for personnel management, but as usually perceived, at least it has the virtue of emphasizing the virtue of treating people as a key resource, the management of which is the direct concern of top management as part of the strategic planning processes of the enterprise. Although there is nothing new in the idea, insufficient attention has been paid to it in many organizations”.

Edwin Flippo (2005) opined that Human Resource Management may be defined as a process in which human resources are recruited and mobilized in such a way that it helps in achieving the objective of the organization. HRM is concerned with the people dimension in management under which the consideration is

given towards recruitment and selection, development, motivation and maintenance of human resources in an organization. It is one of the main functions of management, which is related with the management of human energies and competencies. Human resource management helps to ensure the right man, for the right position and at the right time in a changing environment. The organizational performance depends on the efficiency of human resource working in the organization. Hence, a proper set up should be taken for manpower planning, recruitment, motivation, training and development, performance evaluation, remuneration management and industrial relation.

Therefore, human resource management is an art of managing and mobilizing people in the organization. It is done through the application of different practices and policies which ultimately values human resources as major asset of an organization. It integrates personnel function into strategic management (Howard, 2000).

2.1.2 Functions of human resources management

The human resources management functions are aimed at motivating people whose activities have to be coordinated and encouraged. Such that their performance meets the level appropriate for the accomplishment of organizational goals. According to Peter Drucker (1984) “No matter what kind of work a man does, whether they are skilled or unskilled, production worker or salaried clerks, professional or rank and file, they are basically alike. There are

indeed differences between workers all human beings with human need motivation” . On major function of the human resources management is the staffing process.

According to Stonner (1982), the staffing process can be seen as a series of steps that are performed on a continuing basis to keep the organization supplied with the right people in the right position at the right time” . Staffing as a management function deals with recruitment placement, training and development of organization members. The various process involved staffing procedure is as follow:

- i. **Human Resource Planning:** This aimed at constantly meeting the personnel needs of the organization. It entails ensuring the availability of such staff as is accomplished by considering the expected skills of workers vacancies available with the organization department expansion and reductions. All these are internal factors, external factors, which affect good human resource planning, include: Labour market and trade union regulations.
- ii. **Selection:** involves choosing among job candidates. The process consists of candidates filling application forms of writing application letter, which are later sorted out in the personnel department. The next step is to invite selected candidates for interview. The importance of this is to enable the personnel officer to observe the characteristics of an applicant which do

not reflect in their application letter such include their comportment human relations, cheerfulness and so on.

3. **Recruitment:** this is the process of employing workers in line with human resources plan. Candidate for recruitment could be located through communication media like newspaper, professional journal adverts, magazines, employment agencies, placing and university campuses.
4. **Induction and Orientation:** This aims at helping the result fit into the system of the organization, new recruits are introduced to their colleagues, acquainted with their responsibilities and informed about the organizational policies and goals. A good induction and orientation programme will enhance the adjustment of a worker into his new working environment the system, and this will subsequently stimulate his performance. Also, it removes bias and tension the new recruit feels.
5. **Training and Development:** This aims at increasing the ability of individuals and group to contribute towards organizational efficiency, training improves job skills. For example introducing computer accounting system in the accounting section will broaden the skills of account clerks in the department. Development programme educate employees beyond the requirements their present position.

6. **Performance Appraisal:** Performance appraisal aims at comparing an individual's job performance with set standard. If performance of a worker is higher than the set standard, the worker rewarded by a bonus which usually takes the form of extra wages. However, if an individual performs below the standard set some corrective action like additional training might be arranged to bring the performance back in line with desired standards.
7. **Transfer:** This is another personnel management function and it entails shifting and employee from one job, organizational level or location to another. Usually, based on the number of years or working experience and on grade level, promotion is usually accompanied with additional salary. Status and authority on the other hand, transfer might take the form of demotion i.e. shifting a worker to a lower position in the hierarchy. The following are motivational tools currently used by the management to stimulate performance.

2.1.3 Organizational performance concept

Campbell's (1999) theory defines performance as behavior or action relevant to the attainment of an organization's goals that can be scaled, that is, measured. Moreover, job performance is defined as what one is paid to do, or what one should be paid to do. The theory states that the measurement options, be they ratings from a supervisor,

peer, or self, a simulated work sample, or hard criteria (e.g. tallying revenue generated, costs saved, customer complaints, or some variant of a computerized performance assessment) besides being valid, reliable, and not deficient should be free of contamination from sources of variation that are not under the control of the individual (e.g. differences in technology impacting a person's performance). Situational enhancers or constraints, if not taken into account in an appraisal, can contaminate the mean, variance, or both with regard to an individual's performance. Observation and interpretation hold the key to the establishment of effective criteria. Yet, an ongoing problem in appraising people is the lack of reliability in the observation of their behavior (Ronan and Prien, 1971).

This unreliability is largely attributed to well-known rating errors such as "first impressions", "halo", and "similar-to-me". Lifson, (1953) found that up to one-third of performance measurement variance is due to rater differences despite the fact that the observers had considerable experience in observing and evaluating people in the workplace. Lance (1994) corroborated this finding. Experience, however, is not a substitute for training. To solve the problem regarding lack of reliability, an observer must be trained. In this section, training programs that have been shown to be effective are described, and the necessity of taking context into account is explained (Boxall, Purcell and Wright, 2007).

Organizational performance is one of the most broadly and extensively used dependent variables in organizational studies today, and yet, at the same time, it remains one of the most imprecise and loosely-defined constructs (Rogers and Wright, 1998). In the strategy literature, the focus of attention on this construct has been concerned almost entirely with financial measures of performance. Conceptually, organizational performance has been defined as the comparison of the value produced by a company with the value owners expected to receive from the company (Alchian and Demsetz, 1972). Venkatraman and Ramanujam (1986) indicate that a narrow definition of performance focus on the use of simple outcome-based financial indicators that are assumed to reflect the fulfillment of the economic goals of the firm.

2.1.4 Human Resources Management and Performance of a firm

The linkage among human resource management and organizational performance and also competitive advantages has been indicated by various researches (Jackson et al., 1997; Harel & Tzafrir, 1999; Huang et al., 2008). It was shown by theoretical works on business strategy that firm human resources (HR) are able to generate firm competitive advantage. The firms could develop sustained competitive advantage through creating value according to the resource based view (Barney, 1986). These firms make it difficult and rare to imitate for their competitors. The value of it become clear when we realize that natural resources, technology and economics of scale which comprised

traditional sources of competitive advantage are quite easy to imitate. Human resource' s notion as a strategic asset involved many advantages for this issue. The value is created by an invisible asset entitle human resource. HR improves firm ability to deal with a turbulent environment. Hence, the fundamentals of strategic human resource management are to achieve competitive advantage and enhance business performance through Human resource management system. To state the matter differently, in order to develop and achieve organizational strategy' s aims, it is compulsory to enhance the core competitive advantage of resources.

2.1.5 The role Of Human Resource Management On Performance

Human Resources Management represents a transformation that is relatively new in the field of human resource management. An important role of human resource management is about focusing the management in employees as a tool to gain competitive advantage. Now, organizations are made aware that successful human resources policies and practices of appropriate can increase performance in various areas such as productivity, quality and financial performance. Performance management is a planned process in which key elements are different measurement, feedback, positive reinforcement and ongoing dialogue between managers and employees. It has to do with measurement results in the form of performance achieved in comparison with the expectations expressed as objectives. Also, it has to do with the inputs and values.

Inputs are the knowledge, skills and behaviors necessary to produce the expected results. Needs are identified by defining these requirements and evaluate the degree to which the expected levels of performance are achieved through effective use of knowledge and skills, appropriate behavior Performance management strategy has to do with all the business and not just the managers. So managers are not only responsible for delivering the required performance. Managers should have the confidence to distribute authority and responsibility throughout the organization. In a sense, managers need to collaborate and consider as part of their own people in order to report on achieving the required performance. Managers and their teams are jointly responsible for the results and are both involved in agreeing what they should do and how they should do it. Performance management processes are part of sweeping across the organization. Managers and other employees of the organization should work together to jointly commit to achieving the performance (Brewster et al., 2000)

Performance management strategy should focus on the development to a continuous and flexible process involving managers and all the organization that operate as a single team. This should determine how they can best work together to achieve the required results. This makes it possible to focus on the planning of future performance and performance improvements existing. HRM Strategy provides the basis for regular dialogue and frequent between managers and other employees

about performance needs and further development of the organization. Strategic human resource management may bring a number of benefits to the organization (Brewster et al., 2000):

- Contributing to the goal accomplishment and the survival of the company,
- Supporting and successfully implementing business strategies of the company,
- Creating and maintaining a competitive advantage for the company,
- Improving the responsiveness and innovation potential of the company,
- Increasing the number of feasible strategic options available to the company,
- Participating in strategic planning and influencing the strategic direction of the company as an equally entitled member of top management,
- Improving cooperation between the HRM department and line managers.

2.1.6 Recruitment and Selection

Recruitment which is the process of generating a pool of capable people to apply for employment to an organization and selection which is the process by which managers and others use specific instruments to choose from a pool of applicants a person or persons more likely to succeed in the job(s) given management goals and legal requirements"

Bratton and Gold (2007). Recruitment and selection can play a pivotal role in shaping an organization's effectiveness and performance, if organizations are able to acquire workers who already possess relevant knowledge, skills and aptitudes and are also able to make an accurate prediction regarding their future abilities. Performance improvement is not only a result of well functioning system but also depends on effective human resource strategies that succeed in recruiting and maintaining a committed and motivated workforce (Al-Ahmadi, 2009).

Recruitment and selection has become ever more important as organizations increasingly regard their workforce as a source of competitive advantage. It is often claimed that selection of workers occurs not just to replace departing employees or add to the number but rather aims to put in place workers who can perform at a higher level and demonstrate commitment (Ballantyne, 2009). This function of HR is presented as a planned rational activity made up of certain sequentially-linked phases within a process of employee resourcing, which itself may be located within a wider HR management strategy. The process of recruiting and selecting may come in four stages: defining requirement, planning recruitment campaign, attracting candidates and selecting candidates (Armstrong, 2010)

2.2 Theoretical Framework

2.2.1 Contingency theory

Based on the contingency theory, the relationship between the relevant dependent and independent variables will be differ for deferent level of critical continece variable. The primary contingency factor in the strategic HRM literature is the organization's strategy perspective suggests that the reorganizations should impalement human resource practices that promote employee behaviours in the frame of the organization's strategy. The organizations will be able to achieve superior performance by applying this alignment of strategy and HRM practices (Delery & Doty, 1996). In order to exceed the only financial dimension of performance, contingency approach seeks to integrate other criteria like customer satisfaction, flexibility, social image, product quality or innovation (Arcand et al., 2003).

2.2.2 The Resource-Based View Theory

The Resource-Based View (RBV) theory which blends concepts from organizational economics (Penrose, 1959) and strategic management (Barney, 1991) has it that HRM delivers added value through the strategic development of the organization's rare, valuable, imperfect to imitate and hard to substitute human resources. The RBV establishes that competitive advantage no more lies in natural resources, technology or economies of scale, since these are easy to imitate but rather competitive advantage is dependent on the valuable, rare and costly and hard-to-imitate resources that reside with the human resources of an organization. HRM's role is to ensure that the organization's human resources meet those criteria.

2.2.3 X and Y Theories

Douglas McGregor's X and Y Theories, HR management theory (Theory Y), assumes that people want to work, that they're responsible and self-motivated, that they want to succeed and that they understand their own position in the company hierarchy. This is the exact opposite of Theory X, which presumes that employees are lazy and unmotivated, that they seek nothing more from their jobs than security and that they require discipline from without. In short, human relations theory, rather than viewing the worker as merely one more cog in the company wheel, asserts that the organization will prosper as it helps the employee prosper. According to human relations management theory, some positive management actions that lead to employee motivation and improved performance are these:

1. Treating employees as if work is as natural as play or rest, just as motivational theory states
2. Sharing the big-picture objectives toward which their work is aimed
3. Empowering them to innovate and make as many independent decisions as they can handle

4. Training and developing them, increasing freedom and responsibility as their capabilities grow
5. Providing appropriate recognition and rewards when they achieve company goals. (Jeanne Dininni, 2017).

2.3 Empirical Review

Mihalj et al., (2019), examine the influence of human resource management (HRM) on business performance is analyzed. The main goal was to thoroughly and systematically examine literature in the domain of HRM, and business performance that resulted in a concise review paper. A large body of literature addresses the HRM-business performance link, thus there was plenty of room for an extensive analysis of various articles. To be more precise, two hundred and twelve (212) articles were analyzed from which 187 were removed through several steps in the review process. The findings indicate that there is a positive relationship between HRM practices and overall business performance. In addition, HRM has a positive influence on employee wellbeing, productivity, and organizational climate. However, there is a possibility that good HRM practices are not the cause of good business performance, but vice-versa. This issue is addressed, and discussed further in this present article. Based on the gathered information, and obtained results, it is safe to suggest that this systematic review paper has a significant contribution to the existing body of literature. In addition, the paper can be used as a starting point for future research in the domain of HRM practices and their impact on business performance.

Salihu et al., (2016), examine the moderating effect of ethical climates (ECs) on the relationship between HRM practices and organizational performance (OP). Based on the

Resource Based View (RBV) perspective, HRM practices are the best internal resources influencing performance in organization. Some scholars used individual practice while others used bundles. Despite these studies, however, few studies have attempted to consider the influence of HRM practices on organizational performance. Even if any, they have reported mixed findings; therefore, a moderating variable is suggested. This paper proposes ethical climates (ECs) as potential moderator on the relationship between HRM practices and organizational performance to enhance the relationship. A quantitative survey method was used; the data were collected from the heads of department in selected ministry of education Nigeria. A total of 105 questionnaires administered, 81 questionnaires were collected. PLS SEM was used for the data analysis. Based on the statistical findings, recruitment and selection and training and development were found to be

significantly related to organisation performance. While ethical climates found to moderate on the relationship between recruitment and selection and training and developments and OP.

Govand et al., (2021), the impact of human resource management on the performance of government institutions. In a rapidly changing economic environment, characterized by trends such as, globalization, rising demands of investors and customers, along with increasing products in the market competition, the Government institutions continuously try to progress their performance by minimizing expenses, renewing products and procedures, and improving quality in order to compete and continue in the environment. A quantitative research method utilized to analyze the current study. The Sample Size selected for this study is 240 respondents. The findings revealed that all hypotheses were rejected except fifth hypothesis which stated that “Decentralization is positively associated with organizational performance”. Thus, it was concluded that decentralization have a positive association with the organizational performance.

CHAPTER THREE

METHODOLOGY

3.1 INTRODUCTION

The approach used to accomplish the objective of this research work is historical and descriptive approach. The survey research method was adopted for the study. It was chosen because it is the best method that would create an understanding on the issues involved without loss of facts.

This is to explore the past and present significance of collective bargaining to good working relation in multi-national organization, with Olam Nigeria Limited Ilorin as a case study.

3.2 Research Design.

This study adopted a descriptive cross-sectional survey design. Descriptive study as the name suggest, entails the descriptive of a phenomenon under investigation. It is not concerned about explaining why, how or when an event occurred but rather focuses on what characterizes "lie phenomenon.

3.3. Population of the study.

The research population for the study covers the entire public sectors in Nigeria. This is concerned, with who or what will be studied. The population entails the employee for precision of collective bargaining and in order to make a complete investigation of the study. Therefore, the sample sizes in the Olam Nigeria Limited Ilorin respondents were given questionnaire that is used for analysis.

3.4. Sampling Techniques and sampling size.

For effective research, the researcher divided the population of Olam Nigeria Limited Ilorin into stratum in order to administer questionnaire to staff. Random selection of staff was made from each stratum, and this procedure ensures that each staff has equal chance of being selected.

3.5. Method of data collection

The researcher used two basic sources of data collection in the process of conducting the research. The researcher used both primary and secondary sources of data collection.

A. Primary source of data collection.

Primary sources of data collection are information that is generated specifically for the purpose of their research work. In this study, data were got from personal observation, interview and responses on the questionnaire. The questionnaire is a well-structured one which permits the respondents to answer (Yes or NO). The questions are designed in the closed ended manner in order to accurate statistical evaluation.

B. Secondary source of data.

Secondary sources of data were gotten existing information that are already written, published and unpublished that are related to the topic which includes textbooks, journals, newspapers, international financial publication towards development.

3.6 Instrument of data collection.

Interview: This is a method of data collection instrument which involves a face to face contact or interaction between the two parties involve. This enable the researcher to interact directly with those personnel concerned with the require information.

This was used in addition to questionnaire method to collect more information which were mire compliable and cannot be effectively included in the questionnaire.

Observation: This is the method whereby the researcher was able to share in live and activities of the events being studied during the research work. This give researcher the opportunity to view personnel on duty and to watch the human resources management. It enhances sound labour -management relations in the society.

3.7 Methods of Data analysis.

Statistical techniques are the means whereby raw data collected during investigations were processed by breaking the collected data down into constituent parts and thereafter applying statistical calculation to provide answers to research questions.

The researcher employed the use of this method of statistical techniques and the fact that it will enable the reader of this study to comprehend the contents of the study in more accurate ways.

However, tabulation and percentage method were used in the presentation and analysis of data.

The major advantage of tabulation is that it aids easy understanding. The researcher therefore considers these methods as appropriate for arriving at a more accurate conclusion to be used in interpreting data gathered during the research work.

3.8.1 Historical background ~~OLAMFLOUR MILLS PLC.~~

Dangote Flour Mills Plc commenced operations in 1999 as a division of Dangote Industries Limited (DIL). One of Nigeria's largest and fastest growing conglomerates following the strategic decision of Dangote Industries Limited to unbundle its various operations, Dangote Flour Mills was incorporated in 2006 when the Federal High Court sanctioned a scheme of arrangement in all the assets, liabilities and undertakings of the yeast and flour division of Dangote Industries Limited was transferred to Dangote Flour Mills.

From an initial installed capacity of 500 MT per day at its Apapa Mill, Dangote Flour has expanded rapidly by opening on quick successions three other flour mills in Kano (2000), Calabar (2001) and Ilorin (2005).

Each of the mills started with an installed capacity of 500 MT per day but all of them have subsequently expanded resulting in a total installed capacity of 5,000 MT per day distributed as follows:

Apapa	1,000 MT	Per day
Kano	500 MT	Per day
Calabar	1,500 MT	Per day
Ilorin	1,000 MT	Per day

These expansions were in response to a growing national demand for flour and based products in addition to the company's drive for increased market share. Thus from a modest beginning the company has grown to become one of the

industry leaders within a six years period. The company has 3 wholly owned subsidiaries namely: - Dangote Agro Sack Limited Dangote Pasta Limited Dangote Noodle Limited

In line with Dangote Industries Limited business philosophies of establishing a dominant presence in any sector it operate in these subsidiaries occupy leadership position in their respective industries.

Business

The company is in the business of flour milling processing and marketing of branded flour. Its product port folio comprises the following:

- ❖ Bread Flour
- ❖ Confectionery Flour
- ❖ Semolina and
- ❖ Wheat Offal (Bron)

Wheat is transformed into high-quantity flour, by using state of the art plant and equipment backed by renowned technical expertise Dangote Flour Mills across the country equipped with the least flour milling technology available in the word.

Company raw materials

The company import its principal raw materials wheat (the hard Red winter wheat No. 2 variety) from united state of America in shiploads, Wheat Silo trucks (also Dangote Industries Limited Owned) there after convey the Wheat to the inland mills to Kano and Ilorin.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

Like was earlier mentioned, our basic tool of data collection to be used is the adoption of personal interview. We were indeed successful in this approach after being able to meet our targeted respondents to have an in *depth information on the areas of human resources management that is chosen.

As a matter of priority the assistant general manager was our first respondents. Me was followed by his counterpart in the administration department and then finally the situation head of a rather informal group, comprising of mostly the junior staff representative who himself happens to be the chief staff drive.

For the purpose of this research which let me point out that the researcher distributed a total of ninety copies of (90) questionnaire, fifteen (15) were not returned and fifteen (15) were badly filled. 3) Hence it remains sixty (60) questionnaire for review. Below is the vivid research analysis carried out at Olam Nigeria Limited Ilorin.

Distribution of Respondents by gender

Table 4.1

Option	No of respondents	Percentage %
Male	40	66.67%
Female	20	33.33%
Total	60	100%

Source: Questionnaire Administered, 2024

From the above table, it shows that forty (40) of the respondent representing 66.67% are male while the remaining 20 of the respondents representing 33.33% are female.

Distribution of respondents by Age

Table 4.2

Option	No of respondent	Percentage %
20-35	18	30%%
36-55	16	43.33%
56-60	16	26.67%
Total	60	100

Source: Questionnaire Administered, 2024

From the above table, it shows that 18 of the respondents representing 30% are within the ranges of 20-35, while 26 of them representing 43.33% are within the ranges of 36-55, the remaining 16 of the respondents are for the ranges between 56-60.

Distribution of respondents by Marital status

Table 4.3

Option	No of respondent	Percentage %
Single	24	40%
Married	36	60%
Divorced	-	-
Widow	-	-
Total	60	100

Source: Questionnaire Administered, 2024

From the above table, it shows that 24 of the respondent representing 40% are Single while 36 of the respondents representing 60% are married, none of the respondent are divorced and the widow.

Distribution of respondents by Educational Qualification

Table 4.4

Option	No of respondents	Percentage %
WASCE/NECO	14	23.33
ND/NCE	16	26.67
HND/B.Sc	30	50
Total	60	100

Source: Questionnaire Administered, 2024

From the above table, it shows that 14 of the respondents representing 23.33% are within the ranges WASCE/NECO while the remaining respondents are 76.67%.

4.2 Data presentation, Analysis and interpretation

cm 1-7 on the question is about the biography of the respondents.

Question1: Do you think attractive earnings, benefit and remuneration can help change worker productivity?

Table 4.5

Categories of people	No of respondents	Percentage %
Yes	48	68%
No	12	32%
Total	60	

Source: Questionnaire Administered, 2024

It can be observed from the above analysis that the majority of respondents agreed that attractive manpower earning can enhance worker productivity.

Question 2: Are there any realistic programmes for qualified staff?

Table 4.6

Categories of people	No of people interviewed	Yes	%	No	%
Managers	20	17	85	3	15
Supervisors	20	15	75	5	25
Junior workers	20	15	75	5	25

Source: Questionnaire Administered, 2024

From the analysis out of 20 managers 17 of the people said Yes and 3 said No to the above question.

We also observed from the above analysis that out of 20 supervisors interviewed 15 of them said Yes, which 5 people said No.

Finally, it was observed in the above analysis that out of 20 Junior workers interviewed 15 of them said Yes and 5 of them said No which simply means 75% of the people said Yes there are realistic training programmes made available to the staff.

Question3: Since you started working in this organization do you have any reports or complaints about how the organization has been treating you and other junior workers.

Table 4.7

Categories of people	No of respondents	Percentage %
Yes	43	68

No	17	32
Total	60	100

Source: Questionnaire Administered, 2024

From the above analysis out of 20 managers interviewed none of them said Yes while 20 said no which supply means 100% said No.

It can also be observed in the analysis that out of 20 supervisors interviewed 2 of them said yes while 18 said No which simply means 10% of the people said Yes and 90% said No.

Finally, it was observed in the above analysis that out of 20 Junior workers interviewed 15 of them said Yes while 5 of them said No which simply means 70% of people said Yes and 25% said No to the above question.

Question 4: Concerning the recruitment of staff, is it based on academic and professional qualification?

Table 4.8

Categories of people	No of respondents	Percentage %
Yes	53	79
No	7	21
Total	60	100

Source: Questionnaire Administered, 2024

It can be observed in the above analysis that out of 20 managers interviewed 18 of them said Yes while 2 of the people said No.

More so, out of 20 Junior Workers 75% said Yes and 25% said No to the above question. The large percentage of Yes responses indicates that staff recruitment is based on academic and professional qualifications.

Question 5: Is there any positive effect derived from the workers welfare policies in your organization?

Table 4.9

Categories of people	No of respondents	Percentage %
Yes	40	70
No	20	30
Total	60	100

Source: Questionnaire Administered, 2024

It can be observed in the above analysis that out of 20 managers interviewed all of them said Yes while none of them said No.

Also, it was observed in the above analysis that out of 20 supervisors interviewed all of them said Yes while none of them said No which simply means that 100% said yes.

Finally, out of 20 Junior workers interviewed all of them said yes while none of them said No which simply means 100% said yes to the above question.

This large percentage of Yes indicates that there is positive effect derived from staff welfare.

Question 6: Is there any prospect of employment for disabled applicants?

Table 4.10

Categories of people	No of respondents	Percentage %
Yes	-	-
No	60	100
Total	60	100

Source: Questionnaire Administered, 2024

It can be observed from the above analysis that out of 20 managers interviewed none of them said Yes while 20 of them said No which simply means 100% said No to the above question.

Also, it is observed in the above analysis that out of 20 supervisors interviewed none of them said Yes, while 20 of them said No which simply means that 100% of them said No to the above question.

Finally, it can be observed that out of the 20 Junior workers interviewed none of them said yes to while 20 of them said No which simply means that 100% said no to the above question.

The large percentage of no responses indicates that there is no prospect of employment for disabled applicants.

Question 7: Is there any standard grievance procedure in your organization?

Table 4.11

Categories of people	No of respondents	Percentage %
Yes	60	100
No	-	-
Total	60	100

Source: Questionnaire Administered, 2024

It can be observed from the above analysis that out of 20 managers interviewed all of them said Yes while none of them said No which simply means that 100% of them said yes to the above question.

It can also be observed from the above analysis that out of 20 supervisors interviewed all of them said Yes to the above question.

Finally it can be observed from the analysis that out of 20 Junior workers all of them said Yes while none of them said No, which simply means that 100% of them said Yes to the above question.

This large percentage of Yes responses indicates that there is a standard grievance procedure in the organization.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of findings.

The main aim of this study is to investigate the impacts of Human Resource Management on Overall performance, in Olam Nigeria Limited, Ilorin Kwara State. This chapter summarizes the main findings of the study. The arrangement for the presentation is guided by the hypotheses stated for discussion. The conclusion that follows is drawn from the findings, while recommendations and suggestions for further study are also indicated.

Based on analyzed data, the findings in this study include the followings: A large number of respondents (34.9%) strongly agree that strategic human resource practice enhance corporate performance, while overwhelming majority of respondents (55.7%) also said that strategic human resource practice enhances corporate performance. None of the respondents strongly disagree with the statement.

It was also discovered that there is a link between corporate performance and strategic human resource practices. We found that 49.0% of the respondents strongly agree that strategic human resource practice aids corporate performance. In addition, another 45.3% of the respondent also agree with the statement. This evidently proves that there is a link between corporate financial performance and strategic human resource practices in the organization. It was discovered that there is a positive relationship between strategic human resource practice and corporate "performance. This is evident from the respondents' feedback in which overwhelming majority of them (90.6%) affirmed that there is a positive relationship between strategic human resource and corporate performance.

Performance is Largely Determine by Strategic Human Resource Practice and that effective Reward of Human Resource Leads to Superior Corporate Performance

5.2 Conclusion.

In this study, we have examined the impact of strategic human resource practice in enhancing corporate performance and investigated the extent of relationship between strategic human resources practices and financial performance. It was discovered that strategic human resource practice enhances corporate performance. So also, we found that there is a link between corporate performance and strategic human resource practices and that a positive relationship exists between strategic human resource practice and corporate performance. On this note, we conclude that corporate performance is greatly determined by strategic human resource practice in the organization and human resource practice also cannot be effective without a good corporate financial plan in the organization. That is why the link between corporate performance and strategic human resource practices in the organization of utmost importance.

5.3 Recommendation.

The implications of the findings focus on the following:

Every organization must strategically manage its human resource for maximum performance.

Corporate organizations should try as much as possible to make sure that their human resource adequately compensated, rewarded and motivated to enhance their performance which will translate to improvement in corporate performance.

Since there is a link between corporate performance and strategic human resource practices in the organization, managers should take note on how to develop

the human resource in the organization. This will also enhance future performance of the organization.

Finally, managers should be more concerned and ensure that human resource practice is strategic as it affects overall performance of the organization.

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QUESTIONNAIRES

PART 1: PERSONAL AND COMPANY BACKGROUND INFORMATION

1. What is the name of your organization?
2. Indicate your sex? Male () female ()
3. Age: 18-25 (), 26-33 (), 34-41 (), 42 years and above ()
4. Marital status: Single (), Married (), Divorced ()
5. Educational qualification; SSCE (), HND/BSc (), MSC/MBA (), Others ()

SECTION B

6. Do you think attractive earning and remuneration can help change workers productivity? Yes (), No ().
7. Are there any realistic programmes for qualified staff? Yes (), No ().
8. Since you started working in this organization do you have any report or complaints about how the organization has been treating you and others junior workers? Yes (), No ().
9. Concerning the recruitment of staff, is it based on academic and profession qualification? Yes (), No ().
10. Is there any positive effect derived from the worker welfare policies in your organization? Yes (), No ().
11. Is there any prospect of employment for disabled applicants? Yes (), No ().
12. Is there any standard grievance procedure in your organization? Yes (), No ().