

**IMPACT OF HUMAN RESOURCES MANAGEMENT PRACTICE
ON ORGANIZATIONAL PRODUCTIVITY**

(A STUDY OF OLAM FLOUR MILLS INDUSTRY, ILORIN, KWARA STATE)

BY

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ND/23/BAM/PT/0164**

**BEING A RESEARCH PROJECT SUBMITTED TO THE DEPARTMENT
OF BUSINESS ADMINISTRATION AND MANAGEMENT, INSTITUTE
OF FINANCE AND MANAGEMENT STUDIES, KWARA STATE
POLYTECHNIC, ILORIN.**

**IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE
AWARD OF NATIONAL DIPLOMA {ND} IN BUSINESS
ADMINISTRATION AND MANAGEMENT**

AUGUST, 2025

CERTIFICATION

This project has been read and approved as meeting the requirements of Department of Business Administration and Management, Institute of Finance and Management Studies, Kwara State Polytechnic, Ilorin for the award of National Diploma {ND} in Business Administration.

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DEDICATION

I dedicated this project work to whom all blessing, favoured mercy, wisdom, knowledge and success come from GOD and to my beloved, caring parents

ACKNOWLEDGEMENTS

All Glory and Adoration belongs to Almighty Allah for the success of my ND programme through thick and thin. He made this course a reality for me, I also want to acknowledge the support of my parent, because without God and them, I'm nobody. They have been so supportive financially, physically and spiritually throughout the course of the study.

My sincere Appreciation goes to my Supervisor (MR. Obafemi D.) for taking time to read and correct the manuscript and to my Head of Department of Business Administration and Management (HOD) MR. Alakoso I. and other lecturers in Department of Business Administration and Management.

My appreciation also goes to my Lovely Parents Mr. & Mrs. OLAIYA for their support.

God bless you All.

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CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND TO THE STUDY

The survival of any organization in the competitive society lies in its ability to train its human resource to be creative, innovative, inventive who will invariably enhance performance and increase competitive advantage (Vemic, 2007). Training and development is an aspect of human resource practices that help in enhancing employees' skills, knowledge, and competence capable of improving employees' ability to perform more efficiently Palo & Padhi, [2003]. Training and development play a vital role in the effectiveness of an organization Goldstein & Ford [2006]. It is one of the most pervasive techniques for improving employees' performance enhancing organization productivity in the work place Gupta & Bostrom, [2006]. Employees are the indispensable asset and key element of gaining competitive advantage of any organization and training is essential tool for its actualization Houger , [2006]. The level of competency, skills and ability of the workforces of an organization influences its ability to preserve its obtained positions gain competitive advantage Armstrong, [2010]. Lazar (2001) stated that human resources ensure the right numbers of people at the right time doing the right thing to ensure that goals are achieved. However, people are not forced to belong to the human resource of an organization rather, it is a person's

determination, zeal, expertise, and ambition that makes one belong to the work force of an organization.

However, managing human resource is an extremely challenging task compared to managing capital or technology. Therefore human resource is the most important asset of an organization. It forms a greater and reasonable portion of organization's resources. Human resources is directing connected to the success of an organization, as it is a well-established fact that human resource is concerned with employees or manpower, and it is human beings behind the machines which can drive or drown the organization. Therefore, human resource must be planned and the processes by which management attempts to provide for its human resource to accomplish its task must also be determined.

Human Resource Management (HRM) is the process of making best use of human resources in an attempt to achieve the organizational goals. It can be noted that HRM is all about control of human factor (employees), procurement, recruitment, selection, training, appraising, compensating and developing the employees to achieve goals. However, to achieve these goals and objectives, it needs employees who are to fulfill the available operations but when this human factors is not effectively utilized, the organization will hardly achieve its objectives.

HRM is composed of the policies, practices and system that influence employees' behavior, attitude and performance. (Gerbat and Wright, 2007). HRM is also a

strategic and a comprehensive approach to managing people and the work place, culture and environment. Effective HRM enables employees is contribute effectively and productivity to the overall company direction and the accomplishment of the company's goals and objectives. (Susan, 2005). Human Resource Management (HRM) practices refer to the organizational activities directed at managing the pear human resource and ensuring that resources are skilled and competent employees towards the fulfillment of organizational goals. Bailey contended that human resources are frequently under- utilized and that HRM practices can affect discretion efforts through their influence over employee skills and motivation and through organizational structures that encourage participation among employees and allows them to improve on how their jobs or duties are performed. Cross-function teams, job rotation and quality circles are all examples of such structures. However, if HRM practices are recognized and implemented in organizations, then will it have a positive impact on firms' productivity?

1.2 STATEMENT OF THE RESEARCH PROBLEM

In Nigeria today, there has been arguments as to whether HRM practices should be practiced and implemented in organizations. Also suggestions on the effective and efficient Human Resource Management (HRM) practices that can perfectly contribute to organizational productivity have also been debated. Many scholars like Wright and McMahan (1992) and Bailey (1991) argued that these practices

are not adopted and recognized in organizations, which drowns the productivity of these organizations.

Human Resource Management (HRM) practices such as employee decision making participation practices e.g. consultative committee, profit sharing scheme which have positive effect on firm productivity are unfortunately not recognized, this however is the key problem of the research study. Furthermore, for the advancement and success of this study, questions relating to the problem will be perfectly addressed. This research project is therefore carried out to proffer solution to some of this debates and argument whether human resources management styles lead to effective training and development in an organization thereby leading to organizational productivity.

1.3 RESEARCH QUESTIONS

For effective and perfect accomplishment of this study, this research intends to give satisfactory answers to the following questions:

- i. To what extent does human resources management (HRM) contribute to work force in an organization?
- ii. Does Proper Integration and maintenance of employees result into Employee Effectiveness?
- iii. Does Training and development have any significant effect on organizational productivity?

1.4 RESEARCH OBJECTIVES

The main objective of this research is to examine the impact of Human Resource Management (HRM) practices on organizational productivity. Other Objectives are:

- i. To examine the extent of the impact of Human resources department towards enabling work force in an organization.
- ii. To determine if Integration and maintenance of people results to Employee effectiveness.

Identify the significant effect of Training and Development on organizational productivity.

1.5 RESEARCH HYPOTHESES

- i. Ho₁: Human resources management does not contribute to enabling workforce in an organization.
- ii. Ho₂: Employee integration and maintenance have no effect on employee effectiveness.
- iii. H₀₃ Training and Development does not have effect on organization productivity

1.6 SIGNIFICANCE OF THE STUDY

Significance to policy

Human resources management becomes inevitable the moment an organization realizes the need for improvement and expansion in the job. But often times,

organizations embark on job enlargement and enrichment to promote employees' morale, motivation and satisfaction when in the fact the real problem with work performance lies in capacity development. The study becomes necessary because many organizations in this contemporary world are striving to gain competitive edge and there is no way this can be achieved without increasing employees' competencies, capabilities, skills etc through adequate training designs. However, the study results will help the management to identify the challenges effects of employees' training on organizational performance, hence determine the areas where improvements through training can be done. It will also help the management in planning for the development and implementation of effective and efficient training needs that will lead to increased performance of the organization.

Significance to knowledge

Consequently, the study will be of empirically important as it will add to data bank on the subject matter.

1.7 SCOPE OF THE STUDY

The research study focuses particularly on the impact of Human Resource Management (HRM) practices on organizational productivity using Olam Flour mill, Ilorin, Kwara State as a case study. The study does not cover other organizations particularly the public organizations.

1.8 LIMITATION OF THE STUDY

The limitation of this study revolved around the accessibility of material needed for this study, time and the finance required for the study.

1.9 DEFINITIONS OF TERMS

In the process of this research, certain terms are used which need to be identified and defined so as to bring a meaningful insight or understanding to the reader.

The terms involved in this research are: productivity, decision making, employee participation, management, Human Resource and Strategic Human Resource Management (SHRM), Training and Development, Compensation and Incentive and Integration and Maintenance:

Productivity: This is a measure of quality and quantity of work done, considering the cost of resources used.

Mathematically; Productivity (P) = Ability (A) x Effort (E) x Supply(S). Simply put, productivity is a state of being efficient.

Decision Making: This is a course of action which is consciously chosen from among set alternatives to achieve a desired goal or result. It represents a well balanced a commitment to action.

Employee Participation: This is the involvement of the employees in organizational activities that contribute positively to the growth of the firm and equally attainment of desired goals and objectives. It gives the employees the opportunity to express themselves and their view points or opinions about actions.

Management: This is made up of the top, middle and lower management level.

- **Top Management:** They occupy the top positions of the managerial hierarchy. They are the key executives of the firm. They are; Chairman Board of Directors, Managing Director, Chief Executive, Vice Chancellor and his deputies in the University setting e.t.c.
- **Middle Management:** They are managers being in divisional or departmental heads and other members of the senior management team who receive and initiate information of appropriate corporate policies and recommend it to the Board of Directors (B.O.D). They are: Divisional or branch managers, Deans of Faculty, Functional Managers e.t.c.
- **Lower Management:** They are managers who operate at the lower level of managerial hierarchy in their work areas. They are managers too, in the sense that many people are still found working under them. They are at the operational level, supervising the work activities of others on the day to day running of the business. They are Supervisors, Chief Secretary, Head of Department, Chief driver e.t.c.

Human Resource: Human Resources are the human performances employer skill, occupational experience and manpower needed by an enterprise for optimum achievement of the organizational set goals.

Strategic Human Resource Management (SHRM): This is the system adopted by the management of an organization to enhance effective and efficient utilization of human resources to accomplish the organizational goals; salary and

wages administration, and development, performance appraisal, recruitment and selection e.t.c.

Training and Development

This is all about imposition of the job knowledge on the employees in an attempt to ensure quality performance. This is to determine the training needs, selecting people for training courses and arranging for executive development programmes is another essential function performed by personnel manager.

Compensation and incentive

This is the act of rewarding the employee for the work done in order to encourage them.

Employee integration to ensure that all workers are in a co-operative manner irrespective of the difference in performance background is another important function performed by personnel manager.

Maintenance of employee

This is the act of making sure that the welfare of employee is generally maintained in terms of providing necessary resources which they are suppose to be working with.

1.10 OUTLINE OF CHAPTER

Chapter one shall comprised background of study, statement of the research problem, research objective, research questions, research hypotheses, significance of study, limitation of study, outline of chapter as well as definition of the term

that is needed to carry out the research chapter two shall discuss the conceptual framework, theoretical framework and empirical framework, chapter three will talk about the methodology, research design, population of the study, sample size and sampling techniques, data collection, research instrument, measurement of variables and data analysis techniques chapter four will discuss the presentation of data, data analysis empirical result and finally chapter five will discuss the summary, findings, recommendation and conclusion, recommendation: for institutions industry regulator government and for future studies references/ bibliography and appendices.

CHAPTER TWO

LITERATURE REVIEW

2.1 CONCEPTUAL FRAMEWORK

HRM is a discipline, a professional specialization that has developed in recent years on abroad spectrum, encompassing various fields incorporated and synthesis with certain elements of personnel management, organizational behavior, industrial and labor relationship etc. It is a more innovating way of managing people at work.

The critical nature of HR in an organization as a factor of success or failure of management is put by RensesLikert (2005) as follows; “All the activities of any enterprises are initiated and determined by persons who make up the institution, plant, offices of all the task of management, managing the human component is the central and most important task because all others depend on how it is done”

HRM is composed of the policies, practices and systems that influence employees’ behavior, attitude and performance towards firm productivity (Hollen Beck, Gerbert and Weight, 2007). According to RenuksVembu (2010), human resource is touted as the most important, influential and impactful asset of an organization. Onah designed human resource as consisting of men and women working for an organization irrespective of the post they occupy or hold.

The major conceptual framework is the complementary of new work place HRM practices in a production process. The concept means that the returns of

new workplace innovation can be substantially higher when they are combined with other workplace innovation rather than introduced alone. For instance, the effects of increased employee discretion such as team work might be higher when they are introduced together with performance based pay.

New work place HRM practices include employee involvement programs, job notation, self-managed teams, firm providing training and incentive based compensation plans. These practices benefit workers economically and mentally, workers' wages are higher in the firm than in more traditionally organized firms. Ben-Ver and Jones (1995) developed new conceptual framework to study how distinct types of employees ownership rights based on employee returns rights (e.g. no rights, profit sharing, employee stock ownership plans) and employee control rights (i.e. no rights, participation in control, sharing of control, dominant control) affect individual motivation, individual performance, organizational structure variables and firm productivity.

They argued that control and returns right interact strongly. For instance, the productivity effects of the combined rights may not only exceed the sum of the separate effects but may even be of opposite sign over certain ranges of combinations of the right. Therefore, returns and control rights held by employees must be combined to have a significant individual motivation effect on productivity.

Another framework that is inclusively devoted to the concept is Human Resource Planning (HRP). HRP just like product planning, financial planning, equipment planning should be an integral part of the total business. In a dynamic situation like the one which we find ourselves in this country, no organization can grow effectively unless the functions of human resource planning are carried out effectively and efficiently.

2.1.1 HUMAN RESOURCE PLANNING (HRP)

According to Wikipedia, 2012; Human Resource Planning is the process that identifies current and future needs of human resources for an organization to achieve its set goals. HRP should serve as a link between HRM and the overall plan of a firm. The planning process of best practices organization does not only define what will be accomplished within a given time frame but also the number and type of human resource that will be needed to defined organization goals.

Wisk Geek (2012) described HRP as classic human resource administrative functions and the evaluation and identification of human resource requirement for meeting organizational goals. It also requires an assessment of the availability of the resources that will be needed. HRP is one way to help a company develop strategies and predict company's needs in order to keep their competitive edge.

Effective people (HR) management and development is key to achieving productivity unless the company can attract, retain, develop, manage and motivate its employee. It will find it more difficult to meet the increasing demand for

service improvement, modernization and high performance (Human Resource Grailer, 2005).

2.1.2 IMPACT OF HRP ON PRODUCTIVITY

Adequate Human Resource Planning has a great impact on the organization. It will result to the achievement of goals and objectives and also good performance and high productivity.

According to Todd Barol, 2012; he postulates that a poor HRP has a great negative impact on the company's productivity. Human Resource plays a necessary and invaluable role in the administrative functions within the organization. Human Resource manages payroll, benefit, recruiting and hiring employees and act as a link between staffs and management.

Since Human Resource manages such a different assessment of responsibilities, you will agree with me that a disorganized and incompetent place of work can be the outcome if the department fails to plan distinctive responsibilities effectively, fulfilling the adage that says "if you fail to plan, you plan to fail". Some of these results or outcomes as a result of failing to plan by Todd Barol (2012) include;

- **Lack of Motivation:** This results from discouragement of employees at work place towards performance and automatically affecting productivity. This ultimately results in decreased productivity.

- **Un-organized Procurement:** Poorly planned and disorganized recruitment and hiring of qualified and experienced workers or employees will however result to low productivity level. When the right people are not available to keep in view the importance of achieving the objectives set before the organization.
- **High Employee Turnover:** The emphasis that when the period of employees being recruited or replaced is not constant or changes too frequently is also as a result of poor planning from the human resource manager.
- **Employment and Labor Regulations:** This can be negatively impacted by poor planning. This is a very important role of human resource to ensure the company complies with the laws and regulations.
- **Improper or Inappropriate Employee Screening:** Without proper employee screening, it opens up the possibility of hiring un-qualified workers or workers with criminal past to receive employment.

Conclusively, keeping the employee well informed, trained and effective in their occupation requires effective planning by human resource manager. Productivity is one of the most essential components that make up a successful business, but this can only be achieved with quality employees who are engaged and enthusiastic about their tasks (Barol, 2012).

2.1.3 MAJOR ACTIVITIES OF HUMAN RESOURCE PLANNING

According to Lazar (2001); the followings are the major activities of Human Resource Planning:

- 1 **Forecasting Future Manpower:** This requires the forecast of the number and types of employee who will be required by the organization in the nearest future.
- 2 **Inventorying Present Human Resource:** This automatically involves the analysis of the degree to which the required resources are employed optimally. It emphasizes more on taking record of the number of employees and managers available in an organization presently.
- 3 **Anticipating Human Resource Problems:** This activity can be done by projecting present resources into the future and comparing them with the forecast of the manpower requirements.
- 4 **Planning:** This emphasizes on the necessary programmes of recruitment, selection, training, e.t.c for resource development future manpower requirement (UNITS, 2012).

2.1.4 OBJECTIVES OF HUMAN RESOURCE PLANNING

According to Jim Franklein (2010); he postulated the following objectives of Human Resource Planning (HRP);

1. Consider Future Workforce:

Organizations use strategic planning to achieve goals. This relates to the organizations' vision, mission and strategic objectives. An organization must

analyze its future employment needs. For instance, if organization decides it must increase productivity by 25%, it may need to grow its workforce by 2% or if an organization wants to increase market share by moving office to new direction or location, it must consider the human resource requirements.

2. Analyze Current Workforce:

With future workforce needs considered, HRP must analyze the competence of the present work force comparing future needs with current work force strengths and abilities will identify gaps and surplus.

3. Future Preparation:

Considering workforce surplus and deficits, human resource manager must prepare action plans for the workforce. This includes identifying the types and number of employees needed, employees' competency, budget consideration, recruiting and retaining measures and the development and training of the employees.

4. Evaluation Process:

Ensuring objectives are being met by this future workforce requires an evaluating process. This will determine if workforce is adequate to satisfy strategic goals. Planning for this process now will be easier and will quickly identify future workforce gap as surplus.

According to UNITS (2012), the 3 main objectives are;

- To ensure optimum of human resource currently employed.

- To assess or forecast future skill requirement.
- To provide control measures to ensure that necessary resources are available as and when required.

According to Human Resource Article (2009);

- Determine recruitment level.
- Determine optimum training level required.
- Use existing number of human resource productivity to promote employee in a systematic manner.
- Obtain and retain the quantity of human resource needs at the right time and place.

2.1.5 STEPS IN HUMAN RESOURCE PLANNING

This is done by the Human Resource Manager. ManojPatil (2012) points that the followings are the steps involved in Human Resource Planning;

1. **Review of Organization Objectives:** The manager is required to study the objectives of the organization. Then, he prepares a list of all the activities that are required to achieve the objectives. He also does job analysis.
2. **Estimation of Human Resource Requirements:** He estimates the human resource requirement of the organization. He finds out how many people (managers and employees) will be required to do all the jobs in the organization. Estimation must be made in terms of quantity and quality.

3. **Estimation of Human Resource Supply:** He estimates the human resource by finding out how many managers and employees are available in the organization at a particular period.
4. **Comparison of Human Resource:** He compares the human resource requirements and human resource supply. In case there is no difference between the human resource requirements and the human resource supply, then the human resource development manager does not have to take any action.
5. **Motivation of Human Resource or Manpower:** Human resource planning also motivates the employees and managers by providing finances and non-financial incentives.
6. **Monitoring Human Resource Requirements:** The human resource development manager must continuously monitor the manpower requirements. This is because many employees and managers leave the organization by retirement and new work force must take their place to fill the human resource gap. This helps in un-interruptible functioning of the organization.

2.1.6 HUMAN RESOURCE SURPLUS

In the process of comparing human resource, as part of the steps involved in HRP, if no difference between the human resource requirement and human resource supply occurs, the human resource development manager need not take any action. This is because requirement equals supply.

But in case where human resource requirement is less than its supply (i.e. requirement < supply), then there is a surplus. According to Manoj Patil (2012), during the human resource shortage, the human resource manager takes the following actions;

- **Promotions:** The human resource development manager takes record of the employees that are due for promotion in order to stir up the motivational drive towards the achievement of goals of the organization.
- **Overtime:** Here, the human resource development manager also takes into consideration the time spent after the normal working hours (i.e. overtime). He makes sure that these overtime periods of work are compensated to the workers. This in turn encourages them to work harder.
- **Training to improve quality:** Human resource is a systematic process of training and growth by which individuals gain knowledgeable insight and attitude to manage the organization work more effectively. When supply is greater than requirements, it is the duty of the human resource development manager to seek for expansion of human capital within an organization through training of both the organization and the individual to achieve performance improvement.

2.1.7 FIRM PRODUCTIVITY

According to Malo (2008), organizational productivity was seen as a measure of how well resources are brought together in an organization, and also

utilizes for the accomplishments of set of results. Organizational productivity measures how well an organization functions and also an indication of efficiency and competition of a department. Productivity is at the highest level of performance with the least expenditure or resources. It is often seen as the relationship between total output/total input. The effectiveness of the use of the factors of productions to produce goods and services is commonly referred to as productivity.

According to Watt, Murrelick and Schuster (2003), the followings are the factors affecting productivity;

- **Management Process:** Refers to the planning, organizing, integrating, controlling actions that provide the system and moulds for accomplishing tasks.
- **Managerial Leadership:** This is concerned with both looking ahead to set new organizational goals and providing conditions that causes employees to try to do things best.
- **Motivation:** This refers to the sustained desire to work in order to achieve goals.

2.1.8 CAUSES OF LOW PRODUCTIVITY

According to Nwachukwu (2004), he identified four (4) major causes of low productivity;

- Economic factor

- Sociological factor
- Managerial factor
- Technological factor

- **ECONOMIC FACTOR:**

This deals with the reward system of employees in Nigeria. There is no correlation between efforts spent by employee and the rewards that he received in the firm. To encourage higher productivity however, it is essential that a system of rewards are designed which attempts to equate hardwork and rewards.

- **SOCIOLOGICAL FACTOR:**

This deals with a situation where employees have a sense of belongings in an organization and resent any efforts on the part of management to receive and treat them only as cost of production.

- **MANAGERIAL FACTOR:**

He opined that the success or failure of an organization depends solely on the management. The study concluded shows that in public sector that low productivity arises due to managers' unwillingness to manage effectively.

- **TECHNOLOGICAL FACTOR:**

This involves the use of new ideas, techniques, innovation, methods and materials to achieve an organization's objective. The lack of proper information to help entrepreneurs select the appropriate technology is one of the major causes of productivity.

Also, he further opined that the need to attain and maintain high level of productivity is generally accepted in all economics and by all employer, management and trade union.

However, he postulated some of the pre-conditions of high productivity, which are;

- Production Targets
- Planning and workflow of output
- Physical working conditions
- Incentive
- Job allocation
- Effective Supervision

- **PRODUCTION TARGETS:**

This means that each department of an organization must have its objectives and relations with other department well known to employees.

- **PLANNING AND WORKFLOW OF OUTPUT:**

The situation where workforce in terms of forwarded and backwards linkages should be well planned to ensure the supply of materials or component required by each department and to ensure un-interruption.

- **PHYSICAL WORKING CONDITIONS:**

Productivity of workers will surely be impaired, through employees' need to implement the provisions of the factories act by providing safety and health facilities to all workers at work.

- **INCENTIVE:**

This is a motivating factor that increases the productivity of an employee and the establishment itself. In as much possible incentives should be provided in the overall system remuneration.

- **JOB ALLOCATION:**

This has to do with allocating work between employees in the organization and should be seen to be fair by all parties.

- **EFFECTIVE SUPERVISION:**

This is the process where trained supervisors increase the performance of an employee in an organization as they attain and maintain high productivity in the firm.

2.1.9 FUNCTIONS OF AN EFFECTIVE HUMAN RESOURCE MANAGEMENT (HRM)

According to Dick Huds (2010), an effective Human Resource Management involve maintaining and improving all aspects of a firm's practices that affects its employees from the day of his recruitment to the day of his dismissal from the firm. These functions include;

- Hiring
- Firing
- Review
- Welfare
- Legal

1. **Hiring:** Human resource management must devise the most cost effective and efficient means of advertising and recruitment for vacant positions in the firm. HRM team must devise and implement the selection procedures undertaken to choose the most suitable condition.
2. **Firing:** The Human resource manager must ensure consistency of procedure regarding dismissal. Not only must he/she abide by government regulations regarding the right to appeal and to compensation, he must also follow correct procedures to protect the organization's prosecution for unfair dismissal.
3. **Review:** The human resource management team will devise and oversee a comprehensive review program applicable to all members of staff. This process will provide a platform both for management to assess the performance of the employee and for the employees to raise questions and concerns or suggestions that he/she may have. The review process may result in extra training, a salary or bonus review or occasionally a disciplinary procedure.
4. **Welfare:** The human resource manager is responsible for ensuring their general well-being during their time with the firm. They must keep staff members up to date on current health and safety procedures, as well as ensure that payroll and benefit payments are processed and policies concerning them are kept current.

5. **Legal:** It is the responsibility of the human resource department to remain aware of any changes in employment laws and adjust the policies of the firm accordingly. Operating in conjunction with the firm's legal team, the human resource management staff must ensure legal compliance with legislation concerning maternity pay and leaves, equal opportunities, discriminating practices and right appeal dismissal. Therefore a working knowledge of employment laws is essential in running of a human resource management department.

2.2 THEORETICAL FRAMEWORK

The employees working in the organization are not merely the business resources, nor are they machines but humans with their respective needs and desires. Hence, they should be treated accordingly. Human Resource Management and its practices throws light on the positive side of the workers, that they are irreplaceable assets belonging to the firm that contributes to its success and growth. Though employees contribute to the productivity but at the same time, many hurdles also exist which includes insufficient training, failure of process and lack of knowledge. (ISSA.A.I. 2009).

When HRM practices are implemented as well as executed properly, they portray the overall practices and goals of the organization. Practitioners such as managers, researchers and employees also believe that risk can also be reduced (Susan, 2012).

Theory of adaptive organizational design

Dessein and Santos (2006) propose a new theory of adaptive organizational design that can account for the trends towards new work place practices involving less specialized job assignments, more teamwork and intensive communication. They indogenised an organization's choice of adapting in a changing market environment and analyzed how the organization can be structured in terms of how many tasks to give employees a how much to promote communication between them. This shows that intensive communication, broad task assignments and employee flexibility are complementary organizational design variables for a wide variety of communication technology to enhance productivity.

Theory of super-modular optimization

Milgrom and Roberts (1995) use the theories of super-modular optimization and games to provide a framework for the analysis of systems marked by complementarity. They obtain comparative static conclusions that enables to interpret observed changes on the strategies and structures of manufacturing firms as optimizing responses to the changes in a firm's business environment which results to suggestions on how the strategies and structures of firm might evolve overtime with the adoption of new work place features or practices that are complementary with existing workplace practices and policies.

Some theories suggest that instead of adopting and implementing individual practices, it is much better to put into practice a bunch of new work place

practices so that the output and productivity is much prominent. When these related new work HRM practice are grouped together, then they are important determinants of productivity as compared to individual practices.

Human capital theory

Human capital theory proposed by Schultz in 1991 and developed by Becker in 1994. According to the theory suggests that education or training raises the productivity of workers by imparting useful knowledge and skills, hence raising workers' future income by increasing their lifetime earnings (Becker, 1994). The human capital model suggest that an individual's decision to invest in training is based upon examination of the net present value of the cost and benefits of such investment.

Many researchers (Huselids, 1995) have thrown some light in the association between productivity and these different new work place HRM practices. However, organizations are incorporating HRM practices in the system now. Hence, different organizations adopt them differently, depending on the environment. The level of competition of technology differs from one area to another. Therefore, no matter what the external environment of a firm may be, each organization is still adopting new work place HRM practices.

In line with this research, the researcher shall adopt theory of adaptive organizational design for the purpose of this study.

2.3 EMPIRICAL FRAMEWORK

Youngsang and Robert (2014) Their study integrates research from strategy, economics, and applied psychology to examine how organizations may leverage their human resources to enhance firm performance and competitive advantage. Staffing and training are key human resource management practices used to achieve firm performance through acquiring and developing human capital resources. However, little research has examined whether and why staffing and training influence *firm-level* financial performance (profit) *growth* under different environmental (economic) conditions. Using 359 firms with over 12 years of longitudinal firm-level profit data, we suggest that selective staffing and internal training directly and interactively influence firm profit growth through their effects on firm labor productivity, implying that staffing and training contribute to the generation of slack resources that help buffer and then recover from the effects of the Great Recession. Further, internal training that creates specific human capital resources is more beneficial for prerecession profitability, but staffing is more beneficial for post recession recovery, apparently because staffing creates generic human capital resources that enable firm flexibility and adaptation. Thus, the theory and findings presented in this article have implications for the way staffing and training may be used strategically to weather economic uncertainty (recession effects). They also have important practical implications by demonstrating that firms that more effectively staff and train will

outperform competitors throughout all pre- and post recessionary periods, even after controlling for prior profitability.

Falola, Osibanjo and Ojo (2014) examined Training and development as an indispensable strategic tool for enhancing employee performance and organizations keep increasing training budget on yearly basis with believe that it will earn them competitive edge. The main objective of this study is to examine the effectiveness of training and development on employees' performance and organization competitive advantage in the Nigerian banking industry. Descriptive research method was adopted for this study using two hundred and twenty three valid questionnaires which were completed by selected banks in Lagos State, South-West Nigeria using simple random sampling technique. The data collected were carefully analyzed using descriptive statistics to represent the raw data in a meaningful manner. The results show that strong relationship exists between training and development, employees' performance and competitive advantage. Summary of the findings indicates that there is strong relationship between the tested dependent variable and independent construct. However, bank management should not relent in their quest to train their staff to develop new ideas that will keep improving and retaining employee performance.

Franklins, Richard and Anis (2014) their study focuses on the impact of training and development on employee performance at ESCON. Training and development is a critical process, which seeks to improve the performance of

workers in the organization. In order to form competent committees, employees' relevant expertise and intellectual capacity needs to be improved. Some of the projects executed by ESCON fail at an embryonic stage owing to the fact that tenders are awarded to the lowest priced contractor. Moreover, the ineffectiveness of training and development of employees in the organization reduces the organization's productivity, as organizations depend on having people with the right skills, attitudes and capabilities in order to reach goals effectively.

2.4 GAP IN LITERATURE

Often much emphasis has been laid on employee efficiency as it relate to training and development but not so much focus on organization as a whole as it relate to Human resources. Given the absence of empirical evidence on the impact of human resources as it relate to enhancing training and development in organization as a whole, it is clear that there is a research gap and that further research needs to be carry out in order to ascertain the impact of human resources on training and development.

CHAPTER THREE

METHODOLOGY

3.0 INTRODUCTION

This chapter consists the research method adopted. It explains the sample selection and describes the procedure in the designing the instrument and collecting data and also the statistical procedure to be used in data analysis.

3.1. RESEARCH DESIGN

This is the step-by-step process of carrying out this research work, it is a plan that a researcher adopts to answer question correctly. The phase of this work involved a design of procedure that guided the researcher in data collection which is the hall mark for any research. The research design used for this work shall was based on the view that case study allow flexible data collection (Gubaand Lincoln, 2005, Heftz2007, Yin 2003), it is designed to find out the extent to which in sourcing will promote, therefore, descriptive and inferential design is employed.

3.2. POPULATION OF THE STUDY

The Population of this research work covered the Admin staff of Olam Flour mills limited, Ilorin,. The managers are 6 in number. This comprise of: Human resources manager, the Head Account, Purchasing manager, The Logistic manager, Quality Assurance Manager and the Auditor. other staffs are 40 in number. According to Balley (2005) if the population is below 50, then you have

to study all therefore, for this research all were studied and there was no need for sample size

3.3. DATA COLLECTION METHOD

The aim of data collection procedure is to assist the researcher with solutions on problems earlier identified. The specification or classifications of data were used for information collection for these studies were primary and secondary based on research issues at hand. Primary data were collected specifically for research need at hand. They are data which were collected for the first time. They can be gathered either from customers, knowledgeable people or other information sources. The primary data for this study were collected by means of structured questionnaire which was filled by some staffs of Olam flour mill, Ilorin. Also, for this research, the researcher is only restricted to the staffs of its chosen case study.

Secondary data are collected specifically for some purposes other than which they were originally collected. This secondary data is from extracts and deductions from textbooks, journals, pronouncement of professional bodies and pronouncement of various publications. This information is already in existences, which have been collected for the purpose of specific research needs prior to this research work.

3.4 RESEARCH INSTRUMENT

The research instrument used as main source of information for this research work titled impact of Human Resource Management (HRM) practices on organizational productivity was structured questionnaire based on a five point psychometric Likert scale.

According to Olorunfemi (2004), questionnaire is a sequence of questions designed to collect data on a specified subject, usually from respondents.

The researcher made use of 46 questionnaires which was distributed to the staffs of Olam flour mills, Asa dam road, Ilorin Kwara State. The questionnaires were in two (2) sections:

1. Section 1: This contain the respondents' bio-data i.e. general information about the respondents and respondents' organization seeking the demographic characteristics of the respondents.

2. Section 2: This deals with questions that are directly related to the variable factors stated objectives i.e. questions and hypotheses for the purpose of this research work eliciting suggestions for managing financial information. The section consisted of 20 simple scale questions on the impact of Human Resource Management (HRM) practices on organizational productivity.

The data collection adopted the closed ended structured questionnaire. The statement was phrased with a possible response continuum based on a 5 point psychometric Likert Scale questionnaire;

5 - Strongly Agreed (SA)

- 4 - Agreed (A)
- 3 - Indifference (I)
- 2 - Disagreed (D)
- 1 - Strongly Disagreed (SD)

3.5. VALIDITY OF RESEARCH INSTRUMENT

To perform content validity is to identify correct operational measurements for the study that is under investigation. To ensure validity during data collection, it is imperative to use multiple sources to gather data, to establish a chain of evidence, and to have key informants review the draft analysis. It identifies as problematic due to the fact that researchers fail to develop sufficient operational sets of measures.

However, for the purpose of this research, the data gathered, presented, analyzed and interpreted for the study was through primary source and was validated with the use of statistical analysis. Secondary data was gathered as well to complement the information needed.

3.6. RELIABILITY OF RESEARCH INSTRUMENTS

Reliability refers to whether it is possible for another researcher to follow the procedure of the first researcher on the same topic and achieve the same result. It simply means that if the second researcher were to conduct the same case study, he will still arrive at the same findings. Therefore, to ensure that correct information was provided by the studied respondents, the researcher personally supervised the completion of the questionnaires distributed to avoid errors. Since not all the respondents can complete the questionnaire without any assistance. However, the research instrument that was used in this work is found to be reliable having assessed by an expertise in the Human Resource Development.

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION AND DISCUSSION FINDINGS

4.1 INTRODUCTION

This chapter presents the analysis of study findings on the impact of Human Resource Management (HRM) practices on organizational productivity using Olam Flour mills, Ilorin Kwara State, Nigeria.

It is also concerned with the discussion of the data gathered using the questionnaire, clarifying responses according to the characteristics of the respondents with specific references to their bio-data information; it also contains test of hypotheses. A total number of 46 questionnaires were distributed at different levels status and ages. However, out of the 46 questionnaires distributed, only 40 were dully filled and returned the table below gives the statistics.

4.2 DESCRIPTIVE ANALYSIS

Table 1: Gender

Sex	Frequency (n)	Percentage (%)
Male	22	55
Female	18	45
Total	40	100

Source: FIELD SURVEY (2022)

The table above reveals that majority of the respondents are male as shown by 55% while female are 45% of the respondents. This indicates that most of the

employees in the organization are males which can be due to the fact that they were believed to be more energetic which is what the job requires.

Table 2: Age-Group

Variables	Frequency (n)	Percentage (%)
20-30	23	57.5
31-40	11	27.5
41-50	5	12.5
50 and above	1	2.5
Total	40	100

Source: FIELD SURVEY (2022)

The table above indicates that respondents were aged between 20-30 year (57.5%), 27.5% were 31-40 years, 12.5% were between 41-50 years and 2.5% were between 50 years and above. This implies that the organization employed more of vibrant, active and smart youths that will make the accomplishment of its objective easy.

Table 3: Marital Status

Variables	Frequency (n)	Percentage (%)
Single	17	42.5
Married	21	52.5
Divorced	-	-
Widowed	2	5
Total	40	100

Source: FIELD SURVEY (2022)

The table above implies that most of the respondents are married as shown by 52.5% i.e. 52.5% of the staffs are married, 42.5% are single, 5% are widowed and none are divorced.

Table 4: Educational Level

Variables	Frequency (n)	Percentage (%)
SSCE/GCE	4	10
OND/DIP	16	40
HND/BSC	10	25
Others	10	25
Total	40	100

Source: FIELD SURVEY (2022)

According to the findings as shown on the table above, the study found out that most of the respondents have others as shown 25%, due to the responses on the questionnaires sent, the staffs with other specified their various qualifications (ACCA, ICAN, NIM). This implies that most of the staffs in Dangote have way passed the level of OND/DIP, (40%) SSCE/GCE (10%) and HND/BSC (25%). This however indicates that most of the staffs in Dangote flour mill are more skillful and experienced in terms of knowledge.

Table 5: Work Experience in years

Years	Frequency (n)	Percentage (%)
1-13	28	70
11-20	12	30
21-30	-	-
30 and above	-	-
Total	40	100

Source: FIELD SURVEY (2022)

The finding in the table above reveals the service duration of respondents, about 70% showed up in the service range of 1-10 years, 30% showed up in the range of 11-20 years. This implies that more recruitment has taken place within the last 10years.

Table 6: Level

Variables	Frequency (n)	Percentage (%)
Junior	20	50
Senior	20	50
Total	40	100

Source: FIELD SURVEY (2022)

The table above reveals that 50% of the staffs in Dangote are junior staffs and 50% are senior staffs. This implies that the organization has equal of both staff cadre.

4.3 OPERATIONAL DATA

Table 8: Employees given a choice to participate in decision making through Suggestion Scheme affects organizational productivity.

Variables	Frequency (n)	Percentage (%)
Strongly Agreed	21	52.5
Agreed	18	45
Undecided	1	2.5
Disagreed	-	-
Strongly Disagreed	-	-
Total	40	100

Source: FIELD SURVEY (2022)

From the above table, it shows that 52.5% (SA) and 45% (A) of the respondents view employee participation on decision making through suggestion scheme as a strategy to affect productivity in the organization positively, while 2.5% are un-decisive about it.

Table 9: Information and Communication Technology contributes to the increase in firm growth

Responses	No of Respondents	Percentage (%)
Strongly Agreed	27	67.5
Agreed	11	27.5
Undecided	2	5
Disagreed	-	-
Strongly Disagreed	-	-
Total	40	100

Source: FIELD SURVEY (2022)

65% of Dangote flour mills staffs strongly agreed that Information and Communication Technology (ICT) contributes to the increase in firm growth, while 27.5% agrees and 5% are un-decisive. This implies that the staffs in Dangote are majorly exposed to the use of computers that makes their work easier, quicker and efficient which in turn boost firm growth.

Table 10: Insufficient training and lack of knowledge declines firm productivity.

Responses	No of Respondents	Percentage (%)
Strongly Agreed	24	60
Agreed	14	35
Undecided	1	2.5
Disagreed	-	-
Strongly Disagreed	1	2.5
Total	40	100

Source: FIELD SURVEY (2022)

The table above implies that 60% and 35% of the staffs in Dangote virtually agreed that insufficient training lack of knowledge declines firm productivity, while 2.5% are undecided and 2.5% strongly disagreed. This indicates that most of the employees believe that when staffs are not trained to be developed and don't have the knowledge of what to do, the organization objectives will be difficult to be achieved.

Table 11: The introduction and implementation of Strategic Human Resource Management practices has a negative effect on productivity.

Responses	No of Respondents	Percentage (%)
Strongly Agreed	-	-
Agreed	-	-
Undecided	6	15
Disagreed	13	32.5
Strongly Disagreed	21	52.5
Total	40	100

Source: FIELD SURVEY (2022)

The study indicates that 52.5% and 32.5% of the staffs don't agree to the fact that the introduction and implementation of Strategic Human Resource Management practices has a negative impact or effect on productivity. 15% are not sure.

Table 12: Job rotation and team work has an adverse effect on organizational productivity.

Responses	No of Respondents	Percentage (%)
Strongly Agreed	5	12.5
Agreed	17	42.5
Undecided	13	32.5
Disagreed	4	10
Strongly Disagreed	1	2.5
Total	40	100

Source: FIELD SURVEY (2022)

The study shows the findings in the above table that 42.5% of the respondents agreed that job rotation and team work has an adverse effect on organizational productivity, while 12.5% strongly agreed. This could be because staffs are not usually motivated when being grouped due to the different perceptions and perspectives of each individual to group work.

32.5% are undecided, 10% and 2.5% don't agree. This could be due to the fact that these set of staffs are usually grouped with those they feel comfortable with and are motivated to team work. But conclusively majority of the staffs in Dangote don't believe team work or job rotation can affect organizational productivity positively.

4.4 TEST OF HYPOTHESES AND INTERPRETATION OF RESULTS

It is important to test hypothesis in this chapter. Hypotheses are ideas, beliefs or assumptions gotten forward by anyone or a researcher for the purpose of helping and guiding him/her in carrying out a reasonable research, according to Lapson (1990).

The testing was done using Regression Analysis Method (simple) as stated in chapter 3 of this research.

$$y = a + bx$$

Where y = estimated value of y for a given x

The equation also represents the regression line of y and x when drawn on graph

$$b = \frac{\sum x_2 y_2}{\sum x_2^2} \text{-----equation (1)}$$

$$a = y - bx \text{----- equation (2)}$$

Where n = no of questionnaires

x = Independent variable

y = Dependent variable

Hypothesis 1:

- i. Ho₁: Human resources management does not contribute to enabling workforce in an organization.

Table 4.4.1

Correlation Model Summary table

Model	R	R ²	Adjusted R	Std. Error of estimate
1	0.681	0.464	0.450	0.428

Source: Computerized results from SPSS (2022)

The correlation table shows the correlation between Decision making participation and organizational performance (R) to be = 0.681 i.e. there is positive correlation between employee workforce and human resources management

The co-efficient of determinant (R²) = 0.464 shows that HRM can explain 46% of how the productivity acts. While the adjusted R² confirms that 45% of the behaviour of the dependent variable can be explained by the predictor after adjustment and the remaining 55% is explained by the error term.

NB: R^2 tests for goodness of fit.

TABLE 4.4.2

ANOVA (ANALYSIS OF VARIANCE)

Model	Sum of squares	Df	Mean	F	Sig.
Regression	6.021	1	6.021	32.900	0.00001
Residual	6.954	38	0.183		
Total	12.975	59			

Source: Computerized results from SPSS (2022)

TABLE 4.4.3

REGRESSION CO-EFFICIENT TABLE

Model	Un-standardized Co-efficient		Standard Coefficient	T	Sig	Correlations		
	B	Std error	Beta			Zero error	Partial	Part
1(constant)	0.713	0.197		3.613	0.001			
HRM	0.708	0.123	0.681	5.736	0.0001	0.681	0.681	0.681

Source: Computerized results from SPSS (2022)

a = Dependent Variable: Productivity

b = Predictor (Constant): HRM

The value of constant parameter is gotten to be 0.713 and HRM = 0.708.

Model:

$$Y = a + \beta x_i + e_i$$

$$Y = 0.713 + 0.708x_i$$

DECISION RULE:

Accept H_0 if f-cal is less then f-tab, otherwise reject the H_0

$$F_{cal} = 32.900$$

$$F_{tab} = 0.00001$$

Since f_{cal} 32.900 is greater than f_{tab} 0.00001, we do not accept H_0 and we concluded that indeed effective HRM practices results to increase in effective workforce in organization.

Hypothesis two

- i. H_{02} : Employee integration and maintenance have no effect on employee effectiveness.

NB: Strongly Agreed is coded as (5), Agreed as (4), Undecided as (3), Disagreed as (2) and Strongly Disagreed as (1)

The output N of 40 (sample size) and mean of 1.50 (sample average of 40 people) with SA coded as 5 and undecided coded as 3, since nobody disagreed or strongly disagreed on the variables we are analyzing. Then our P value = 0.00001. This tells the probability of getting accurate result if it were actually true (i.e. whether H_0 should be accepted or rejected).

If P value is less than 0.05, we reject the null Hypothesis; otherwise, we accept the null hypothesis. Since the P value is 0.00001 is less than 0.05, we don't accept H_0 and we conclude that employee training and development have effect on organizational productivity.

Table 4.4.4

N	HRM 40
Normal Parameters a,b Mean	1.50
A symp sig (2-tailed)	0.00001

Source: Computerized results from SPSS (2022)

Hypotheses 2:

H₀: Employee integration and maintenance have no effect on employee effectiveness

H₁: Employee integration and maintenance have effect on employee effectiveness

Table 4.4.5

	Productivity
N	40
Normal Parameters a,b Mean	1.78
A symp, sig, (2-tailed)	0.00001

Source: Computerized results from SPSS (2022)

Table 4.4.5 shows,

N = 40, mean = 1.78, the P value = 0.00001. Since P value = 0.00001. Since P value is less than 0.05, we don't accept H₀, so we accept the H₁; Employee integration and maintenance have effect on employee effectiveness.

After the test of hypotheses, we proceed to decide the relationship between the variables thereby using Regression Analysis.

Hypotheses 3:

- i. H₀₃ Training and Development does not have effect on organization productivity

Table 4.4.6

Correlation Model Summary table

Model	R	R ²	Adjusted R	Std. Error of estimate
1	0.681	0.464	0.450	0.428

Source: Computerized results from SPSS (2022)

The correlation table shows the correlation between Compensation and Incentive and Organizational efficiency (R) to be = 0.681 i.e. there is positive correlation between Compensation and incentive and organizational efficiency which implies that Compensation and incentive have positive effect on organizational efficiency.

The co-efficient of determinant (R²) = 0.464 shows that HRM can explain 46% of how the productivity acts. While the adjusted R² confirms that 45% of the behaviour of the dependent variable can be explained by the predictor after adjustment and the remaining 55% is explained by the error term.

NB: R² tests for goodness of fit.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1. SUMMARY

This chapter shows the summary of the research findings on the effective of human resource management practices on organizational productivity: A case study of Dangote flour mills limited, Asa dam road Ilorin Kwara State Nigeria. The chapter is structured into summary of findings, conclusions and recommendations. However; there is a symbiotic relationship between Human Resource Management practices and organizational productivity. The study shows the demographic information of the respondents of Dangote ltd., which also shows the results of analyses carried out i.e. Gender, Age Group, Marital Status, Educational Level, Qualifications, Year of Service. The male respondents has the highest number with 55%, age group; ages between 20-30 years has the highest number with 42.5%, educational level of 50% of others (specified as ACCA, CCAN etc), work experience of 1-10years with 70% has the highest number.

5.2 CONCLUSION

From the results of the analyzed questionnaires of Dangote Flour mills, it is ascertained that it is of great importance for management to encourage and establish effective Human Resource Management practices like employee

participation in decision making, Information and Communication Technology (ICT) for flexibility, performance based on compensation, employment security, results oriented performance appraisal etc in order to enhance more effectiveness and efficiency in the attainment of organizational objectives and yield productivity.

There has been tremendous research in the area of human resource management in the organization. In some decades much work has been done empirically that emphasizes the relationship human resource management and Organizational performance. This study sought to establish the important HRM practices to yield increased productivity: efficiency, effectiveness, profitability and performance. This study is therefore, concluded that HRM practices have great impact on organizational productivity and has improved work performance through flexibility, training and development, integration and maintenance, incentive and compensation as well as participation in decision making which motivates employees for better performance and attainment of Organizational Purpose. This is in accordance with the work of Black and Lynch (2001) who found that work place Human Resources Management practices do matter irrespective of how production function was estimated in their establishment level study.

5.2.1. THEORETICAL FINDINGS

1. It was found that irreplaceable assets belonging to the firm that contributes to its success and growth
2. Though employees contribute to the productivity of the firm but at the same time, many hurdles also exist which includes insufficient training, failure of process and lack of knowledge
3. It also reveals that when Human resource management practices are efficiently and effectively maintained it ensures the attainment of the organizational goals, objectives
4. It also learnt that the adopter of the Human resources management practices such as: manager, researcher and employers also believed that it adoptions reduces risks associated with the operation.

5.2.2. EMPIRICAL FINDINGS

1. It is evident in the past research that the consistent support that view adoption of coherent systems of new workplace Human resource management practices and extensive reliance on incentive pay produces substantially higher productivity
2. It also revealed that important difference across plants on the basis of type of labour management relation within the plant have substantially the higher productivity level than the plants with more traditional labour management

3. It also postulated that human resource management is matter a lots irrespective of how production function was estimated in their establishment level of study
4. It also shown much relationship between the performance of the organization and human resource management practices which is obvious in the organizational activities

5.3. RECOMMENDATIONS

Based on the findings from this study, the following policies are hereby recommended to organizations if they desire to be productive in order to survive and keep going:

1. Employees should have inter-dependent awareness of collaborative work, so that their attitudes, individual competence experience and inter-personal skills will not be a restrictive or restraining factor to yield productivity.
2. Trust between people should be cultivated all the time and especially on the case of technology.
3. In order to make the most of Information and Communication Technology for firms, it is important that both human capacity (human resources) and HRM practices are simultaneously considered by the management.
4. A reward system must be designed in order to equate hard work and rewards so as to encourage higher productivity.

5. Employees should be involved in generating new ideas, techniques, innovation, methods and materials to achieve organizational productivity.
6. Incentives should be provided as much as possible in the overall system of remuneration because it is a motivating factor that increases the productivity employees and the organization itself.
7. The management having seen Human Resource Management practices as a vital aspect in firms, should be encouraged to finance it, seeing that the company is one that makes use of highly trained personnel, lack of funds as a problem should not be allowed to hinder effective implementations development.
8. Human Resource training and development should be adopted in business concerns in a big way, because these employees, even when they are the right people for the job, need to be updated and modified considering our dynamic environment.

5.4. De-limitation of the study

The data collected is only used in these particular organization i.e. Guarantee trust bank and these data cannot be used in other banks because their service are not the same and they use different programmes in for their mode of operations.

And also the reluctant of the respondent which majority of them are low level management in disclosing some vital information which is going to help the researcher in carrying out a proper and reliable research.

5.5. Suggestion for further studies

The study limited itself to a case study of Guarantee Trust Bank; further study can be done in this area by increasing the scope of the study in the banking sector or other sectors. Such as study would serve to bring forth, how diversity and diversity management affect organizational performance in the banking industry.

5.5. Contribution to Knowledge

The study serves as codicils to exist literature that is often confusing on the difference between social diversity (which is neutral to unhelpful in the organizational) and functional diversity social diversity (which is helpful in the organization). This can often lead to a feeling of disenchantment with diversity programs that do not seek to define the difference between these two concepts, but instead accepts all diversity as positive diversity. By offering a clear distinction between social diversity and functional diversity, this research offers a contribution to the practice of diversity management by following for identification of specific traits of diversity and a better understanding of how diversity functions in the organization.

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APPENDIX
QUESTIONNAIRE ON IMPACT OF HUMAN RESOURCES
MANAGEMENT PRACTICE ON ORGANIZATIONAL PRODUCTIVITY

Kwara State Polytechnic,

P.M.B 1439,

Ilorin

Kwara State.

Dear Sir/Ma,

I am a researcher of Department of Business Administration, Kwara polytechnic, Ilorin; wish to administer a questionnaire to your reputable organization which is my case study for my final year project.

A brief of a page questionnaire is enclosed here which serves as an instrument for data collection. I promise to treat any information provided by you as confidential and specifically for the purpose of this research work. Thanks

Yours faithfully,

SECTION A

1. SEX: (a) Male () (b) Female ()
2. AGE: (a)21-30yrs () (b) 31-40yrs () (c)41-50yrs () (d)51-60yrs()
3. EDUCATIONAL STATUS: (a) school Cert. (WAEC, NECO, GCE) () (b) NCE/OND () (c) B.SC/HND () (d) postgraduate qualifications () (e) other professional ()
4. MARITAL STATUS: (a) Single () (b) Married () (c) Divorce () (d) Cadre ()

SECTION B

Please tick (✓) the column that are applicable to you using the following keys:

1. SA-Strongly Agree
 2. A-Agree
 3. Indifference
 4. D-Disagree
 5. SD-Strongly Disagree
-

S/N	S/N	Statement of Evaluation	SA	A	I	S
1.	1	Is your organization has training and development for its employee				
2.	2	Training and development lends to employee Effectiveness				
3.	3	Employee effectiveness can be enhanced through training and development				

4.	4	Training and development can help the organization to be efficient				
5.	5	Employee integration maintenance is well practiced in our organization				
6.	6	Employee integration and maintenance lead to employee effectiveness				
7.	7	Employee integration and maintenance can enhance the organization performance				
8.	8	Is compensation and incentive have any significant effect on organizational efficiency				
9.	9	Poor compensation and incentive can affect the organizational efficiency				
10.	10	Compensation and incentive of employee should be properly managed in an organization				
11.	11	Is your organization has compensation and incentive for employees				
	12	Is your organization allows employees to participate in decision making				
12.	13	Has participating by employees in decision making make them more committed				
13.	14	Allowing employees to make a decisive decision enhance attainment of organizational objectives				
14.	15	Decision making participation by employees motivate them to be more effective				