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## The Management of Human Resources in Organisational Set Up (A Case Study of Nasarawa State Polytechnic, Lafia)

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### ABSTRACT

The objective of the paper is to explore the role of the human resource manager towards improving corporate productivity in Nigerian organizations. With the aid of secondary and primary data, a survey study was carried out on Nasarawa State Polytechnic. Analysis was done using the simple percentage with the aid of tables and the Chi-Square( $\chi^2$ ) statistical technique at 10% level of significance. The study discovered that the human resource manager is indispensable in the organization system; and that environment or location be considered in human resources allocation. The study, therefore, recommends that the human resource manager be solely responsible for employee matters in the organization; his or her skills be regularly updated to meet the challenges of the ever-changing times; and environment or location be considered when allocating human resources for increased productivity.

**Keyword: Human Resources, Corporate Productivity, Organization, Training, Manager.**

### Introduction

All organizations, whether small or large, private or public, profit or non-profit, are made up of human and physical resources. By human resources, we simply mean the personnel, people or manpower of the organization as cited in Ihunda (2005). The human resources is the people who are employed by an organisation and who work for it. People as a resources, occupy a unique position. According to Hicks and gullet (2013), persons are essential core elements in an organisation. People provide the talents, skills and efforts upon, which the success of any organisation depends. This concurs the definition given by Dugguh's (2007), that human resources include all the experience, skills, judgment, abilities, knowledge, contacts, risk-tasking and wisdom of individuals associated with an organization. In a modern organisation that emphasizes division of labour, management of human resources is the responsibility of the human resource manager and he or she is expected to exhibit high sense of efficiency and effectiveness in the discharge of this responsibility.

The study seeks to provide answer to the following research question:

How does the human resources manager's role corporate productivity?

In order to subject the data collected to statistical testing, the following hypotheses were stated:

There is no significant relationship between the function of the human resources manager and corporate productivity.

### **Functions of the Human Resources Manager**

Most scholars and authors define the human resources manager by the role he or she plays. The human resources manager is the one in the organization who deals with the recruitment, employment, training, redeployment, the safety and departure of employees (Cole 2010). He is the one who recruits, selects, trains and develops organizational members (Stoner *et al*, 2005). He is the one responsible for bringing people and organisations together so that the goals of each are met (Rao and Rao, 1996) as cited in Inegbenebor (2006). He manages people in the organisation as effectively as possible for the good of the employees, the organisation and the society (Schuller, 2005) also cited in Inegbenebor (2005).

### **The Line Functions**

Agbonifoh, Ehiamentalor and Inegbenebor (2012), viewed the human resources manager functions in two categories: the line functions and the staff functions. They say the line functions are the areas where the manager has ultimate authority to make decision as an expert. While the staff functions are the areas where he acts more or less in advisory capacity to the line managers.

The line functions of the human resource manager include human planning, recruitment and selection, orientation, training and development, performance appraisal, compensation, discipline, industrial harmony and health safety programmes. Stoner, Freeman, and Gilbert (2005), viewed the line functions as the basic activities of the human resources manager. They defined human resource planning is the activity designed to ensure that personnel needs of an organisation would be constantly and appropriately met. It is accomplished through the analysis of internal factors such as current and expected skill needs, vacancies, and departmental expansions and reductions; and external factors such as the labour market. In the performance of this functions.

According to Dugguh (2007), the human resource manager seeks to provide answers to questions like: what now exist? How many individuals are performing on each job? What are the reporting relationships of jobs? How an essential is each job? What will be needed to implement the organizational strategy? And what are the characteristics of anticipated jobs?

The activities of the human resource manager include recruitment and selection, orientation, training and development, performance appraisal, compensation, discipline, industrial harmony and health and safety programmes. Inegbenebor and Agbadudu (2005) defined these activities as follows:

Recruitment is concerned with development a pool of job candidates in line with human resources plan. Candidates are usually located through newspapers and professional journal advertisements, employment agencies word of mouth, organization's notice boards, and others. Selection involves using application forms, resumes, interviews, skill tests and reference checks to evaluate and screen job candidates. Orientation is designed to help the selected individuals fit into the organisation. Newcomers are introduced to their colleagues, acquainted with their responsibilities and informed about their organisation's culture, policies and expectations regarding employee behavior. Training and development both aim to increase employees' abilities to contribute to organizational effectiveness. Training is designed to improve skills in the present job; development programmes are designed to prepare employees for promotion and higher responsibilities.

Performance appraisal compares an individual's actual job performance to standards or objectives developed for the individual's position. Low performance may prompt corrective action, such as additional training, a demotion, separation; while high performance may merit a reward, such as a raise, bonus, or promotion. Compensation is payment to employees for their contribution towards the attainment of the goal of the organisation. Compensation is important to both the organisation and employees. The organisation uses compensation to: attract and retain employees; motivate employees to advice reasonable standards of performance, securing high commitment; and encouraging cooperation and willingness to learn new skills and methods of works. Discipline as the application of penalties to inhibit behaviours. Discipline requires that employees must be informed of expected behaviours and the penalties associated with failure to meet the expected behaviours. Penalties include oral reprimand, written reprimand, suspension, demotion, termination or dismissal.

Industrial harmony means maintaining industrial peace in the business. He went to explain that industrial issues can form the subject of disputes between employees and management (or the organisation), this usually includes wages, conditions of work, discipline, unfair treatment of employees, health and safety, management attitudes towards workers, and so on. In each of these, employees could have grievances that if not properly resolved, could lead to disharmony and conflict in the organisation. Health and safe programmes are procedures to ensure that the employee's life at work is protected. Inegbenebor and Agbadudu (2005), identify these procedures to include: pre-employment medical examination to ensure fitness; environmental sanitation and preventive measures. Medical treatment; work environment – improving safety, measures and facilities; and health and safety education.

In addition these activities of the human resources manager, Dugguh (2007) said human resource research is an activity of the human resource manager. This, he says, refers to the research carried out to shed more light on the best way to manage human resources in order to get them contribute their best towards organisational objectives.

### **The Staff Functions**

The staff functions of the human resources manager's work are the areas where the acts more or less in an advisory capacity to the other departmental manager, and does not have the authority to commit the organisation to a final course of action (Agbonifoh *et al*, 2012). They identify these areas to include:

Policy initiation and information. Here, they six principal bases for policy initiation and formulating are: past practice in the organisation; prevailing practice and policies among other organisations in the same industry and in the country; the attitudes and philosophies of top management, owners, Board of Directors; the knowledge and experience gained from handling personnel problems in the past; the attitude of employees in the organisation, including those of the unions where they exist; government legislation and policies on wages, conditions of work and labour relations problems generally; serving other operating departments in areas like designing and installing programmes in the areas of training and management development, performance appraisal, motivation, health and safety; and controlling and monitoring the performance of other department against established human resources policies, procedures and rules, with a view taking corrective action.

### Human Resource Management and Productivity

The Oxford Advanced Learner's Dictionary defines 'allocation' to mean to distribute something officially, to somebody or something for a special purpose. Therefore, human resource allocation here means the process by which the manager would distribute manpower in the organisation. That he or she ensures that the right place, capable of effectively and efficiently completing the tasks that will aid the organisation in achieving its overall objectives (Inegbenebor and Agbadud, 2005). For optimum performance, management must employ and deploy the right number, with the right skills, to the right place, at the right time (Bazza and Ldama, 2007). This can be interrupted as when the right person is matched with the right job, improved productivity is assured. Human resource allocation could be defined as matching an employee to an available job in accordance with the description and job specification, at the right place and time.

The Oxford Advanced Learner's Dictionary defines productivity as efficiency in industry, measured by comparing the amount produced with the time taken or the resources used to produce it. Inegbenebor and Osaze (2010), defined productivity as the ratio of output to input in a given period of time. It is the extent to which a business enterprise is able to utilise a given set of resources to achieve the highest possible value of output per unit of capital invested or output per unit of the critical resource invested. Stoner *et al* (2005), also look at productivity as the ratio of output to input; as a measure of a manager's or an employee's efficiency in using the organisation's scarce resources to produce goods and services. The higher the numerical value of this ratio, the greater the efficiency. Therefore, it will not be out of place to assert the better matching of employees to jobs the greater the efficiency and effectiveness, and the higher the productivity.

### Methodology

A total of fifty (50) employees were considered as the population for this study. The population consists of the Directors, Heads of Departments, other senior academic and non-academic staff of Nasarawa State Polytechnic. Using Yemen's formula for sample size determination, a sample of 33 was selected. The formula is given as:

$$n = \frac{N}{1 + N(e)^2}$$

E=level of significance

N=population size

The simple random sampling technique was used to select the sample. A questionnaire was designed using the likert style to collect relevant data. Thirty-three (33) copies of the questionnaire were served, complete and

retrieved. The statistical techniques used were the simple percentage with the aid of tables, and the Chi-square, expressed as:

$$X^2 = \sum \frac{(O - E)^2}{E}$$

Where:  $X^2$  = chi-square

O = observed frequency

E = expected frequency

$\Sigma$  = summation

### Data Analysis

The table below demonstrates the output and quality of the products of the organization for a period of five years:

**Table 1: Nasarawa State Polytechnic Lafia, Number and Quality of Graduates (National Diploma) 2004 – 2008.**

SESSION	DISTINCTION		UPPER CREDIT		LOWER CREDIT		PASS		GRAND TOTAL
		%		%		%		%	
2010/2011	-	0	27	6	183	42	217	51	427
2011/2012	-	0	37	8	230	46	223	46	490
2012/2013	-	0	37	8	240	50	203	42	480
2013/2014	1	0.4	9	4	34	15	179	80	223
2014/2015	1	0.6	36	22	103	65	19	12	159
<b>GRAND TOTAL</b>	<b>2</b>		<b>146</b>		<b>790</b>		<b>841</b>		<b>1,779</b>

Source: Field Study 2015

Nasarawa state polytechnic is a service organization, therefore productivity here should not only be described in terms of number but also in the quality of graduates. The quality of graduates improved (graduating with distinction) in the last two sessions (2006/2007 & 2007/2008) after an improvement on the human resource management function.

**Productivity of Nasarawa State Polytechnic, 2004 – 2008**

SESSION	INPUT	OUTPUT	PRODUCTIVITY
2010/2011	209	427	2:1
2011/2012	233	490	2:1
2012/2013	221	480	2:1
2013/2014	240	223	1:1
2014/2015	242	159	1:1

Source: field study, 2015

Productivity in terms of numerical value is computed using the number of academic staff who are the line personnel (directly involved in production) as the denominator, and the table below shows the productivity in terms of output per employee. For three years productivity was steady at the ratio of 2:1, and at the last two years, it fell to 1:1. This demonstrates an inverse relationship between improvement on the human resource function and productivity in Nasarawa State Polytechnic which could be attributable to other factors.

**Question 1: Does Nasarawa State Polytechnic maintain separate unit for human resources management function?**

**Table 3:**

Variables	Response	%
Yes	33	100
No	0	0
Total	33	100

Source: field study, 2015

All the respondents 33 (100%) agree that the organization has separate unit or department for human resource management function. This indicates the importance attached to people as a resource in any organization and their contribution in coordinating the other resources to produce.

**Question 2: How would you rate quality of staff of Nasarawa State Polytechnic?**

**Table 4**

Options	Respondents	Percentage %
Very Good	6	18
Good	18	55
Average	9	27
Poor	0	0
Very Poor	0	0
Total	33	100

Source: Field Study, 2015

The table shows that the organisation recognize the importance of human resource management function in coordination of organisational resources which is critical to enhancing productivity.

**Question 3: How would you rate the productivity of Nasarawa State Polytechnic from 1995 to date?**

**Table 5**

Options	Respondents	Percentage %
Very high	3	9
High	35	76
Average	5	15
Low	-	0
Very low	-	0
<b>Total</b>	<b>33</b>	<b>100</b>

**Source: field study, 2015**

The result in the table above shows a steady improvement in productivity as a result of having a separate unit for human resource management in an organisation.

**Test of Hypothesis**

**Table 6: Relationship between human resources manager's function and corporate productivity**

S/NO	ITEM DESCRIPTION	SA	A	UN	D	SD
1	With good quality of other resources this organisation could improve on productivity even without good quality human resources	5(7%)	2(9%)	3(8%)	7(5%)	16(5%)
2	Creating a separate unit for human resource management function would make for efficient and effective management of human resources	17(7%)	7(9%)	2(8%)	3(5%)	4(5%)
3	Human resource management function could be effectively performed by other functional managers	6(7%)	2(9%)	3(8%)	5(5%)	17(5%)
4	The organisation has good	2(7%)	16(9%)	8(8%)	6(5%)	1(5%)



	quality employees because the human resource manager is inefficient					
5	The organisation has poor quality employees because the human resource manager is inefficient	4(7%)	3(9%)	24(8%)	2(5%)	0(5%)
6	Productivity is high because the human resource manager is effective	12(7%)	13(9%)	3(8%)	4(5%)	1(5%)
7	Productivity is low because the human resource manager is ineffective	7(7%)	16(9%)	3(8%)	5(5%)	2(5%)
8	Improving productivity in this organisation needs the contribution of the human resource manager.	5(7%)	19(9%)	8(8%)	5(5%)	0(5%)

Calculated  $X^2 = 186.22$

Table value using 0.10 level of significance = 37.92

$X^2$  cal. 186.22 >  $X^2$  tab. 37.92

Based on the above result, hypothesis which states that there is no relationship between the functions of the human resource manager and corporate productivity is rejected. This means that human resource manager is indispensable in the quest for enhancing organisational productivity.

**Table 7: Relationship between Human Resources Allocation and Corporate Productivity**

S/NO	ITEM DESCRIPTION	SA	A	UN	D	SD
1	Productivity is high because the right people are hired	15(14%)	8(7%)	2(3%)	3(4%)	5(6%)
2	Productivity is low because the wrong people are hired	17(14%)	6(7%)	2(3%)	4(4%)	4(6%)
3	Productivity is high because the jobs and the employees are rightly matched	16(14%)	9(9%)	3(3%)	3(4%)	2(6%)
4	Productivity is low because the jobs and the employees are wrongly matched	4(14%)	3(7%)	2(3%)	7(4%)	17(6%)
5	The environment or location which an employee would like to work should be considered in matching employees with jobs.	16(14%)	10(7%)	4(3%)	3(4%)	0(6%)

Calculated  $X^2 = 60.62$

Table value using 0.10 level of significance = 23.54

$X^2$  cal. 60.62 >  $X^2$  tab. 23.54

Based on the above result, hypothesis 2 which states that there is no difference between human resource allocation and corporate productivity is rejected. This means that recruiting the right people and matching them with the right jobs is important and inevitable if organisational productivity must be improved.

### **Conclusion**

Having collected, examined, verified and at the same time classified facts from authentic source and documents to explain the role of the human resource manager in facilitating human resources allocation towards enhancing organisational productivity, the study reveals that given the importance of the human resource management function, Nasarawa State polytechnic has not left the human resource function to other functional managers, but has separate unit for it. No organisation with plenty of financial resources, high quality materials, and machines could achieve any goal without employees. How an organisation acquires the employees and allocates or matches them with available jobs efficiently and effectively is the responsibility of the human resource manager. The study reveals that the human resource manager's role is indispensable in improving organisational productivity; the human resource manager is a kingpin and one of the main arteries in the organisational system.

However, the study further reveals that for an organisation to achieve the goal of improving productivity, the human resource manager must be well knowledgeable in the art of recruiting and selecting people, training and developing and maintenance and separation of employees. Productivity of nasarawa state polytechnic has been appreciatively improving owing to the quality of its employees which in turn is attributable to the quality of their human resource manager. The work has defined and explained the role of the human resource manager in improving productivity in the organisation. Implications of a qualified and unqualified human resource manager are examined as well. The study has found out that the human resource manager is indispensable in the organisation system; that efficient human resources allocation also enhances productivity that only a knowledgeable and experienced human resource manager could contribute to enhancing productivity; and that environment or location should be considered in matching employees with jobs.

### **Recommendation**

Based on the analysis of data and findings, the study recommends that organisations should ensure employee management is a sole responsibility of a specialist. Other functional managers also should be

divested of employee matters. If so done, a role demarcation would exist in the organisation where the responsibility of the human resource manager would be clearly defined. Organisations should ensure that human resource manager are well verse in the art and science of human resource management. They should always be equipped with latest employee management techniques or practice by attending to special training programmes, seminars, workshops, and so on.

Allocation of human resources should not be restricted to matching the employee with the job alone, but matching the employee with the environment. Employees, for example, because of cultural or religious background and other factors, prefer to work on one environment or location than the other.

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