
THE EFFECT OF HUMAN RESOURCE MANAGEMENT ON PRODUCTIVITY OF WORKERS IN NIGERIA

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ABSTRACT

The paper focused on the effect of human resource management on productivity of workers in Nigeria. It examines the role of training and development on workers' productivity in both public and private organizations in Nigeria. It also pointed out the problems of human resource management and personal manager. The paper concluded that human resource training and development is a long term and very sensitive function of an organization. Finally, the paper recommended that proper implementation of training enhances individual performance and productivity.

INTRODUCTION

It is a well-known fact that, the primary concern of an organization is its viability and hence its efficiency. For effective functioning of any organization employees must learn to perform their job at a satisfactory level of proficiency and also the organization must provide opportunities for the continued development and training of employees not only on their jobs, but as well develop them for other jobs for which they might later be considered. According to Obikoya (1996), training is a systematic process of altering the behavior, knowledge and motivation of employees in a direction to increase the trainee's effectiveness and organization goal achievement. Training and development helps to ensure that organizational members possess the knowledge and skills they need to perform their jobs effectively, take on new responsibilities and adapt to changing conditions. (Jones, George and Hill, 2000). It is further argued that training helps improve quality, customer satisfaction, productivity, morale, management succession, business development and profitability. Koontz et al (1983) opined that people are unique - they have different needs, different ambition, different attitudes and different desires for responsibility, different levels of knowledge and skills and different potentials. However, Obikoya (2005), believed that both private and public sectors in Nigeria are guilty of wrong utilization of available human resources. This is especially in the public sector where graduates are employed in the area which they lack expertise. That organization must engage in intensive staff training and research.

Moreover, Agbato (1982) said that objectives of an organization to maximize long-term return on the resources it employed, therefore to focus attention on Wright priorities and of securing performance standard and appraised. According to Stoner et al., (2002) performance appraisal compares individuals' job performance to standard developed for the individual's position. How performance may prompt corrective action like additional training, a demotion or separation while high performance merit the word such as bonus of promotion. The business environment is ever dynamic and changes create problem for the managers in terms of human resources. It is of importance for employers in order to get the best of his employees, should improve very often upon the factors that

persistently motivate employees, since they are bound to be affected by time. Yusufu (1965), stated that the condition under which work is performed should be such as to make workers not only economically highly productive and efficient, but happy human beings and proper developed skills. He also states that workers have only tended to pay more attention to what they can derive from themselves in the nature of higher pay package, sick benefits, generous leave and good working conditions. Whyte (1955) while agreeing that there is no doubt that money has an important effect on the thinking and behaviour of productive workers, explained that monetary incentive become entangled quickly with a lot of other motives that have little or nothing to do with money, so that the ultimate effect of money itself is not easily identified. He however, confirmed that one reason why money with has proved to be handy is the fact that it is partly true. Shubin (1957) viewed services such as rest room, lunch stand, operative purchasing, medical attention in premises, hospitalization, pension plan, sport designed by an organization for providing an occupation environment that will enhance physically, mentally and emotionally fitness of the employees as well being a special incentives for better performance. It is advantageous for every organization to give room for good pay packages, good welfare packages, adequate training and development and to create enabling satisfaction which will eventually result to the realization of the expected productivity level.

The problem of development has occupied the attention of scholars, activists, development workers and international organizations for many years with an increased tempo within the last decade. According to Igbuzor (2005), even though there are different perspectives to development, there is a general consensus that development will lead to a good change manifested in increased capacity of people to have control over material assets, intellectual resources and ideology, and obtain physical necessities of life like food, clothing, shelter, employment, etc. This is why some people have argued that the purpose of development is to improve people's lives by expanding their choices, freedom and dignity. Nigeria, which was one of the richest 50 countries in the early 1970s has retrogressed to become one of the 25 poorest counties at threshold of the twenty-first century. The belief in human capital as a necessity for growth started in Nigeria during the implementation of the 1955-60 development plans and today, with the importance of knowledge in the economy, human capital has increasingly attracted both academic and public interest. This study therefore, analyzes the effect of human resource management on productivity of workers in Nigeria.

Problems of Human Resource Management in Nigeria

Both public and private organizations in Nigeria contribute to the wrong utilization of available human resources. This is because graduates are employed in areas where they lack expertise. The management of some organization does not seem to know the importance of training and development on workers productivity. Some management believes that if workers have acquired education, there is no need to train again. Provisions of welfare facilities are not given adequate attention in some organization despite many policies being put in place to ensure workers productivity and efficiency and to possibly stamp out unethical practices in the public sector especially, however, job satisfaction and workers productivity could only be achieved in few establishment.

Productivity of Workforce

An understanding of the concept of productivity improvement programmes requires clear definition of the following concept issues, productivity, quality improvement and programmes. According to Ulrich (1997), productivity refers to a ratio of output to input. Input may include labour hours or costs, production costs and equipment costs. Output may consist of sales, earnings, and market share. Many firms now assume or have shown that productivity is affected by employee's knowledge, skills, abilities, attitude, motivation and behaviours. The improvement programme starts with this assumption and proceeds with different intervention strategies. Prokopenko (1996) defined productivity as the relationship between the output generated by a production or service system and the input provided to create this output.

According to Obikoya (2002), quality can be assessed by looking at performance, reliability, conformance to standards, durability, serviceability, aesthetics and complying with customer requirements. Crosby defined quality as "conformance to the requirements". Improvement refers to the deliberate efforts of an organization to increase in value or excellence. In other words, the enhancement or betterment of a company's performance, for example, increase in a company's share turnover from year to year gaining the company's share of the market or a continuous research and development activities of a company. Programme means a schedule of plan to be followed. It is an intended plan of action to guide the activities of a business organization. By productivity improvement programmes, it means the various schedules or plan put forward by an organization to enhance its effectiveness and efficiency. In other words, it is all the concerned efforts of an organization to gain competitive advantage over its competitors to accomplish the organization's mission at a low enough cost. Better training and development programmes have been shown to improve the performance of current employees, while certain incentive and compensation systems translate into higher productivity and performance as opined by Benker, Lee and Porter (1996).

'The Role of Money as a Motivator'

According to Obikoya (2003) some behavioural scientists have been interpreted as implying that money is not a motivator of behaviour. Herzberg, categorized pay as hygienic factor. However, in considering the role of hygiene factors, we must remember that if they are not adequately supplied, employees will become dissatisfied and restrict their productivity. Therefore it seems that money plays an important role in employee behaviour and motivation. The role of money as a motivator is not deniable. The question is "To what extent does money motivate?" For individuals with strong physiological needs, pay would likely serve as a most important of the basic necessities. The organization must however reward employees according to their productivity. A clear relationship must exist between performances and pay if money is to serve as an effective motivator.

Problems of Human Resource Manager

The work of human resource manager is not in any way smooth sailing. A number of problems confront the human resource manager. Some of these problems are easily managed, while for some, he will have to consult the management. Some of these problems as identified by Glueck (1987) are:

- a. The resentment of the position and authority of a human resource manager by heads of department.
- b. The difficulty of solving personnel problems because of the great deal of investigating time involved.
- c. The difficulty of finding in one person the required knowledge of sociology and psychology as well as the knowledge of human resource principles and practices.
- d. The implementation of human resource policy which he is averse to and the process of formulation which he is not at all involved.
- e. The position of being a middleman between the top management and staff in which case he has to support both the employees and management.
- f. Lack of clarity and specifications of the authority and responsibilities of a human resource manager by management.

CONCLUSION

The following conclusions were drawn the study:

- = Human Resource training and development is a very sensitive function of an organization.
- = Human resource training and development affects the employee right from the point of entry till the time of exit from the organization.
- = Workforce is the bedrock of an organization on which the coordination of all other factors of production depends.
- = It is when there is job satisfaction that employee will work towards increasing their productivity level
- = Adequate compensation of employees will invariably enhance performance
- = The role of training and development on an organization and individuals' productivity are immeasurable.
- = Proper implementation of training enhances individual performance and productivity.

RECOMMENDATIONS

1. Wages and other financial benefits of employees should be structured and upwardly reviewed by management for employees to improve on their level of performance.
2. Working environment and condition of the employees should be adequately enhanced by management. Incentives such as medical cares, housing allowances, etc., should be adequately provided to bring about job satisfaction.
3. The growth and advancement of the employees on the job through training and development should be efficiently implemented and indiscriminately carried out by the management to avoid dissatisfaction.
4. For higher performance as well as for employees to have sense of belonging, Management must introduce Management By Objective (MBO) approach so that all staff will take part and be able to contribute meaningfully to the development of the organization.
5. Employment of staff must be based on merit by Human Resource Department in order to give room for best hands to work in the organization.
6. Management must encourage equity between effort put into the job and promotion to encourage hard work.

Management must encourage job satisfaction through the provision of enabling environment to enhance employees' commitment to duty

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