

Evaluating the Challenges of Human Resource Management in Nigeria

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Abstract

The study is on Evaluating the Challenges of Human Resources Management in Nigeria. The human resource is the most important resource of any organization and any effort spared in motivating the workforce will pay off. In this era of globalization, organizations are not only paying for their inefficiencies, they are also paying for the global inefficiency, and environmental degradation. There is a wide gap between the manager of human resource in manufacturing firms in Nigeria and the human resource. The paper examines challenges posed by individuals, governments and unions on human resource management in Nigeria. It is found among other things that there are challenges of human resource management in Nigeria which include: workplace diversity, incursion of religious and ethnic groups and changing mix, demand and values of workforce. It is concluded that the human resource management has involved into an open complex social system. It is recommended that an EIS should be in place to ensure online information flow and that external interference in the recruitment and promotion of human resource should be minimized to avoid making the human resource manager a rubber-stamp.

Keywords: Workplace Diversity, Complex Social System, EIS, Globalization, Ethnic Group.

1. Introduction

A cursory look in Nigeria shows that on daily basis business owners, executives, managers, and professionals are quagmired by frustrating employee related challenges. Changes occur within and without a particular organisation. Ile (2003:401) informs that the changes put pressure on the human resource manager. To tackle the changes, every organisation has a human resource function overtly or covertly. Every organisation must hire, train, pay, motivate, maintain and ultimately separate employees; this means that for organisational effectiveness, the human resource management function must be constituted in the organisation. Imaga (2001:25) believes that human resource management function has been elevated today because of the increasingly critical nature of problems and challenges in the more effective utilisation of human resource. When an organisation buys or invests in an expensive piece of equipment, it receives a manual containing instructions for operating it, maintaining it, and trouble-shooting when the equipment does not function as it should, but when the organisation procures its human capital, it does not receive a similar manual. This information gap on the human resource management must be filled. The role of the human resource manager is evolving with the change in competitive market environment and the realisation that human resource management must play a more strategic role in the success of an organisation (Sims, 2005: 1). Organisations that do not put their emphasis on attracting and retaining talents may find themselves in dire consequences, as their competitors may be outplaying them in the strategic employment of their human resource. With the increase in competition, locally or globally, organisations must become more adaptable, resilient, agile and customer-focused to succeed. Given this change in environment, Armstrong (2004:468) suggests that human resource professional has to evolve to become a strategic partner, an employee sponsor or advocate, and a change (agent) mentor within the organisation. In order to succeed, human resource management must be a business driven function with a thorough understanding of the organisation's big picture and be able to influence key decisions and policies. Today's human resource manager must focus on strategic personnel retention and talent development and therefore should coach, counsel, mentor and plan for succession in order to motivate organisation members and attract their loyalty. The human resource manager also should promote and fight for values, ethics, beliefs, and spirituality within their organisation, especially in the management of changes.

There is therefore need to highlight the human resource challenges and how management function braces with the challenges of employee absenteeism, employee turnover costs, employee background screening, employee stress and conflict, poor job fit, poor customer service, poor employment engagement, poor employee motivation, changes in the mix of the workforce, values of the work force, demands of employees, demands of government, and the increasing size and complexity of the organisation and its technology. The insistent and sometimes violent demand of the less privileged segments of our society and workplace diversity is also discussed.

2. Review of Related Literature

2.1 Conceptual framework

The concept of human resource management evolved in the mid 1990s. According to Udeze (2000: 35) “there has been diversity in business practice in naming the function that is concerned with handling employment relationship”. Following the creation of specialised departments in the 1920s and 1930s to handle the administration of the personnel programme, these departments were called personnel departments. The incursion of labour unions in the United States of America in the 1930s and 1940s resulted in this same function being named; many companies adopted the term Industrial Relations. Governments, hospitals and schools at that time still used the term personnel management.

It will be however important to define personnel management as the planning, organising, directing and controlling activities involved in the procurement, development, compensation, integration, maintenance and separation of the human element in an organisation. This is also the view of Flippo (1980: 5) as he defines personnel management as “the planning, organising, directing and controlling of the procurement, development, compensation, integration, maintenance, and separation of human resource to the end that individual, organisational and societal objectives are accomplished. He therefore has adopted the open system approach. He (Flippo) however has not distinguished between human resource management and personnel management. In the context of this paper, human resource management is the strategic and coherent approach to the management of an organisation’s most valued assets – the people. In the light of the last concept, the human resource management function is seen as proactive as against the reactive nature of the personnel management function. Human resource management function has endured on century of tests. The styles adopted have varied and dependent on, most of the time, the ideological or philosophical leaning of the practitioners. Sometimes the posture of the practitioners of human resource management is based on the organisation or management system of beliefs. Beach (1980:27) avers “the basic beliefs and assumptions that management hold regarding the nature of man or the behaviour of people in organised group activity determines the methods and procedures they employ to accomplish organisational objective”. This confirms that managers, including human resource managers, are influenced in taking action by their beliefs or assumptions. Subordinates are either trusted and functions delegated to them or faced with tight control and centralised decision- making process.

Thomas Hobbes in 1651 asserted that men are acquisitive and seek power and prestige and that they want their neighbour’s possession. Hobbes, therefore, insists that to curb this avaricious nature of man, he must submit to the authority and law of a ruler and the state to be regulated and constrained. This clearly shows why the human resource management function should be established to regulate and curb the excesses of man; otherwise man in his avaricious nature will forestall the achievement of corporate goals and objectives for his selfish ends. In his theory of the survival of the fittest, which was fine-tuned by Herbert Spencer, Charles Darwin conjectures a society, which is constantly evolving and throwing away the weak to ultimately result in a superior society. The theory states that “the weak, the inferior and the intemperate must fall by the way side, ultimately only superior human beings would survive”. Darwinism has been linked with evolution, the main text being that weak aspects (traits) are lost over time, giving way to dominant traits or genes. The human resource manager here should aspire to get the best workforce through proper recruitment and training that will result in the outstanding employee being employed. It will also lead to job fit.

Drucker (1974:302) contends that to make the worker achieve, demands that managers look upon labour as a resource rather than as a problem, a cost or an enemy to be cowed. The implication of Drucker’s assertion is that human resource managers should take the responsibility of making human resource effective. To do this, the narrow meaning of personnel management should be changed to human resource management and the managers should be proactive in addition to carrying personnel management functions. It also will re-enforce Alfred Krupp’s welfare paternalism that ensured the building of houses for the peasant, helpless and unskilled farmers he employed.

The theory x assumptions of man, part of which is that man is lazy and can do anything to avoid work, affects the way human resource manager sees the worker. Modern human resource manager approaches man as one that can be trusted. No doubt, man can be creative and is full of initiative and full of potentials. This modern philosophy is the crux of theory y assumptions of man. This humanistic frame assumption of man also corroborates the works of Douglas McGregor, Chris Agyris, Frederick Herzberg, Blake and Mouton and Robert Owen, who all saw the positive side of man. Nwachukwu (1998:163) opines that the result of the researches is the basic theory that commitment to organisational objectives is usually seen as a function of the rewards associated with their accomplishment. Victor Vroom sees motivational force as a function of valence multiplied by expectancy. This assertion links up with the basic fact that the motivational force attained is dependent on the value sought or reward and the achievement of the result. Also to solve human resource problems, some approaches were adopted in the past. The approaches have grown from mechanical, through paternalistic, to social system. The foremost approach was the mechanical approach also known variously as commodity approach or factor of production concept. The assumption as Flippo (1980: 21) puts it is that labour must be classified with capital and land as a factor of production to be procured as cheaply as possible and utilised to the fullest. The fact that a human being is involved in this factor is of little significance. The implication or understanding here is that a closed system is in operation, which shields the organisation from labour union and government interference. Also deducible here are the assumptions that labour is controllable, predictable and interchangeable

like machines and their parts. This philosophy fits the message of Frederick Winslow Taylor, the founder of scientific management. Taylor insists that each man must learn how to give up his own particular way of doing things, adjust his methods to the many new standards and grow accustomed to receiving and obeying directions covering details, large and small, which in the past have been left to his individual judgement” (Flippo, 1980: 23). This approach turns man a robot and alienates him completely. The problems of this approach are technological unemployment, labour unrest, lack of security of tenure and decreased pride in work. The alienation not only affects worker and worker, the worker was also separated from his formal output, which led to decreased pride in work. This approach was held until 1920s.

The concept of paternalism means that the management must assume a fatherly and protective attitude toward employees (Flippo, 1980: 23). This approach was a direct reaction to the growing number of labour unions that sprang up against the mechanical approach to labour. There was already a division among industrial managers in order to stop employees from escaping from the managerially engineered closed system. The managers began to voluntarily undertake some humanistic activities that they felt were in the interest of workers. This concept of paternalism gave rise to the first conscious attempt at creating personnel programmes. The attitude of the managers changed from cold and impersonal, reminiscent of the commodity concept, to personal and in most cases super personal. Human resource management evolved with personnel functions and roles and human resource management became a glamorous job, the backslapper, personality boy and liking for people became qualities the managers wanted to be known for and they indeed exhibited the qualities. However, this approach had obvious implication although it was a step ahead of mechanical concept. The decisions were still being made for employees even up to individual needs and desires. Two basic characteristics stand out paternalism. They are relegation of profit to the background in the course of determining the needs of the workforce, and the fact that management alone undertakes the entire process of determination of worker’s needs. The people involved in this thought were the people variously called human relations school or behavioural school. The effectiveness of management was jeopardized as the simplistic approach to labour and managing was to change to a highly complex one (Madubuko, 2009:92). The era between 1940s and 1950s saw the activities of psychologists and sociologists. The simplistic economic person was later classified simplistic social person, thanks to the works of Elton Mayo of the Western Electric Company now called the Hawthorne Studies.

The change in the mindset of managers from simple economic man to simple social man brought in the third approach to human resource management, the social system approach. As Udeze (2000:5) assures, the dysfunctions of mechanical and paternalistic approaches left managers with the brazen fact that management of human resource is no simple process. The social system approach views the organisation as a complex central system operating within the complex environment, which can be termed “outer extended system”. External units like labour unions, government, and various public groups exert influence on the central system members. This approach sees each individual employee as a complex human system. Of course this is true because employees tend to “develop friendships, cliques, and associations that, in turn become informal subsystem (Flippo, 1980: 29). The open system approach of the social system theory is that inputs are generated outside the organisation and go through a processor component and finally outputs desired by members of the external environment are produced. The nerve centre, which is the management, regulates inputs, processes and outputs and it is called personnel or human resource. It must be borne in mind that human resource managers do not have total control over the talents and attitudes of their employees; they require open systems strategy of adaptation, negotiation, persuasion and compromise. The age of ICT is here, and the human resource manager needs to be proactive to wage the war against competition, ever changing government policies in addition to the core personnel function. The realisation of the open system approach to human resource management widens the challenges of human resource management in organisations.

2.2 Historical Development of Human Resource Management

No doubt human society has always been organised in groups for various group objectives. The industrial revolution of the 18th century triggered off what is today the modern human resource management. The industrial revolution, which was a technological revolution, brought the factory system instead of the earlier craft system. Machines were invented and speed was brought into organisation process of getting things done. Udeze (2000:1) writes, “the major features of this technological revolution (industrial revolution) was the invention of machine to perform activities hitherto performed by manual labour”. The industrial revolution had deep consequences for management. These were human problem of concentration and the technical problem. The human problem was mainly the many people who had to work under one roof in the factory system. The technical problem was associated with how to operate the machines. The second problem of skill acquisition was addressed to a large degree while the human problem was neglected. The human problem caused by the industrial revolution continued until the 1920s when a movement and new interest arose in human aspect at work. Research efforts by Elton Mayo, Abraham Maslow, Douglas McGregor, Rensis Likert, Robert Owen and many others changed the situation drastically from paternalistic and mechanistic approach to human relations (Ulrich, 2005:200). The assurance of productivity through happy and motivated workforce became an ideology vigorously pursued.

In Nigeria the civil service native staff union was formed in 1912. The amalgamation of Northern and Southern protectorates by Lord Lugard in 1914 marked the centralization of public service machinery and increased activity of the labour union. The Nigeria Labour Congress and the Trade Union Congress are the latest sensation on the labour movement in Nigeria.

No doubt the advent of labour unionism in Nigeria and world over brought a new impetus into human resource management and the human relations angle to organising. Challenges still exist in human resource management in Nigeria. Corroborating the above statement, Udeze (2000:4) quoting Iyanda (1995) says “Management has made significant progress in planning, organising and measuring work and success has been achieved in managing material resources for optimal results as well, but the degree of success in managing people could, however not be said to have recorded the same degree of success”. He concludes that “human resource management is the most daunting of all management’s responsibilities and perhaps the most popular subject of research and experiment”. Recently, the need and importance of human resource management has become more pronounced. Human resource is the most important resource. It must also be noted that human resource has unlimited capacity for creativity, resourcefulness and productivity. Sims (2006:41) contends that today’s managers believe that any attempt to access and activate the potentials of human resource holds an exciting promise for organisation and humanity in areas of higher productivity and profit maximization. This is at variance with the earlier mechanistic approach to managing human resource at work.

2.3 Challenges of Human Resource Management in Organisations

The social system approach to the management of human resource has come to be accepted as the most appropriate. The open system that this social system connotes has led to diverse and increased challenges of human resource, management in organisations. Some of these challenges are x-rayed and evaluated here. Chan (2005:1) warns that “the future success of any organisation lies in the ability to manage the diverse body of talents that can bring innovative ideas, perspectives and views to their work. The challenge and problems faced of workplace diversity can be turned into a strategic organisational asset if an organisation is able to capitalize on this melting pot of diverse talents”. It is clear that the above statement not only accepts the enormity of the challenge of workplace diversity, it indicates the diversity can be turned into a gain for the organisation. Chan (2005: 1) quoting Thomas (1992) explains that the “dimensions of workplace diversity include but are not limited to: age, ethnicity, ancestry, gender, physical abilities/qualities, race, sexual orientation, educational background, geographic location, income, marital status, military experience, religious beliefs, parental status and work”. The dimensions of workplace diversity seem limitless and intractable. With the mixture of talents of diverse cultural backgrounds, genders, ages and lifestyles, the human resource manager no doubt has an uphill task of integrating the views and interests of organisation members. If and where integration is done, enormous time may have elapsed or much time must have been spent on training to enable members respond to business opportunities more rapidly and creatively (Brewster,2005:14). Given the global nature of today’s organisations, the international companies are constantly faced with workplace diversity. Challenges sometimes result from changes, which organisations constantly undergo. These changes may be within and without the firm. Flippo (1980: 10) asserts “that among the many major changes that are occurring, the following four will illustrate the nature of the personnel challenge: “changing mix of the work force, changing values of the work force, changing demands of employers changing demands of government”. The major changes in the mix of the work force are increasing level of formal education for the entire workforce, more female employees especially in service organisations, more married female employees, more working mothers and steadily increasing majority of white collar employees in place of the blue collar. The type of education (grammar type), which graduates receive even in universities of technology has made more white-collar job seekers than blue collar. The lack of interest in education by many males has left the bulk of graduates and job seekers as females. This has resulted in not only more female employees, but also increasing number of nursing mothers (Chukwuemeka, 2006:46). The consequences to productivity are obvious: loss of man-hours, absenteeism and outright increase in labour turnover and layoffs. Since white collar employees are less inclined toward labour organisations and have greater expectations in terms of more individual treatment by management (Sims,2006:3), the design of personnel programme to capture this becomes another challenge. There is today, changing values of the work force. The work ethic, which sees work as having spiritual meaning, buttressed by such behavioural norms as punctuality, honesty, diligence and frugality is fast changing. Eze (2008:18-33) observes that one’s job is no longer seen as a central life interest that provides the dominant clue to interpersonal assessment. Prayer sessions in many organisations sampled hinged on making money and not doing the work. The argument is that job is in the village and money is in the town or city. Whoever wants to work should go to the village, while money and fun seekers should remain in the city. Quality of life is preferred to quantity, equity to efficiency, diversity to conformity and the individual to the organization (Kearns:2000:116). These changing values no doubt exert enormous pressure and challenge in human resource management in organisations.

Changes also occur in internal environment of organisations in their attempt to respond to the external pressures of competition and technological changes. Two changes are apparent here. They are automation and ICT, and the growth of multinational corporations. These are no mean challenges. Chukwu (2009:14) in accepting the foregoing informs that they

have swooping effects on personnel programmes, for example restructuring or redesign of jobs, upgrading of the workforce, structural unemployment, labour relations issues, adjustments in wage structures, human relations and selection and placement of key personnel in overseas plants. The information age that we are in today has kept everybody on his toes. Information has kept changing even on hourly basis. The challenge of installation of executive information system (EIS) has become imperative; there is the challenge of a good control system that would ensure the communication of the right information at the right time and relayed to the right people to take prompt decision. Information, it should be understood is the basis of decision-making in an organisation.

Also expounding on the four challenges of human resource management by Flippo (1980), the changing demand of government is apparent. Government in Nigeria has doubled as the highest employer of labour and the highest regulator of paid employment (Udeze, 2000:16). The major challenge posed on organisations is in the means of legislation and fixing of wages; some wages are fixed through executive fiat. Government has laws on every aspect of the operative functions of human resource management. There are legislations on procurement of men and materials, training and development, compensation, integration and the separation of employees from the organisations. Imaga (2001:55) explains that the most critical aspect is the ever-changing law. The 1999 constitution has been reviewed and is further being reviewed. Acts and laws are churned out every day from both state and Federal legislatures. The courts are also coming out with far reaching pronouncements as in the recent case of 14 University of Ilorin lecturers who were sacked for 8 years and a few years back, reinstated by the Supreme Court of Nigeria. The human resource manager is in a dilemma!

Madubuko (2009:31) laments that the major challenge to the human resource manager of a government controlled organisation: local, state or Federal is the issue of god-fatherism and ever changing policies. The civilian administration has not improved on this age-long challenge. The parties in Nigeria have no ideological leanings, governments and policies are therefore not based on the party in power. They are rather based on individual occupants of power; the result is that there is no continuity of policies. Everybody comes with his agenda. This puts the human resource manager on aerodynamic trust and everyday need for adaptation, since the policies are not only ever changing but also intractably unpredictable. People are everyday, employed without due process. The human resource manager here is a mere rubber stamp at the mercy of politicians and their whims and caprices. The end is not in sight as the circle is repeated as soon as a new person is sworn-in. The loyalists and their cohorts are usually given quota for employment whether or not the candidate is qualified. Sometimes advertisement of vacancies is not done. Where this is done it is a mere formality. Applicants no longer have confidence in the interviews and the results of most interviews do not matter. The human resource manager is merely quagmired.

Orga and Ugwu (2006:329) outline the challenges of human resources management and development to include charging face of ethnic militia and crescendo of the ecclesiastical realm. They argue that the Egbesu, the OPC, the MASSOB and other ethnic cleavages abound and are getting out of proportion. This is a truism as we are living witnesses to the invasion of oil companies by militants in the creeks in the Niger Delta. Also clashes in Jos and invasion of shops in Lagos are constant occurrences. They point to unemployment and absolute lack of social responsibilities by companies. The Niger Delta issue is already a full scale war between millions and Joint Task Force (JTF), thanks to amnesty. The personnel programme of oil companies and other companies are changing to accommodate the militants who have been offered amnesty by the Federal Government of Nigeria. Rivers State government has also offered automatic employment to these creek boys. This is no mean challenge to human resource management in oil companies and Niger Delta areas in Nigeria.

Sectionalism or sectarianism is the order of the day. A typical day in the office starts at 8.00am. This is not so in many offices in Nigeria. However, whenever this happens as noticed in some offices in Enugu Metropolis, prayers take up to one hour while customers and visitors wait. Nobody dares stop this before he or she is branded anti-religion or anti God. No doubt man-hours are lost and official hours flouted with impunity in the name of religion. As Orga and Ugwu (2006:334) put it, "the pain is not in the long hours lost but in the hypocrisy the whole activity is clothed with". Honesty of employees is not even assured after this jamboree.

The challenge of installation of executive information system (EIS) has become imperative; there is the challenge of a good control system that would ensure the communication of the right information at the right time and relayed to the right people to take prompt decision. Information, it should be understood is the basis of decision-making in an organisation.

3. Methodology

The descriptive survey research design was adopted in the study. The opinions of the staff in the area of study were sought on current human resource management challenges in the company, which made the survey method on the current issue imperative. The study was based on manufacturing plants located in Enugu, Nigeria. Both primary and secondary sources were adopted. The primary sources resorted to in the study included staff, both management staff and operatives. The secondary sources were books relevant to the study. Other secondary sources included books, journals, and seminar and workshop papers. The management staff and the operatives constituted the population for the study. A total number of 249 management staff and other cadres was the population. The population of study being just 249, a complete enumeration was

undertaken. However (94.4 per cent response rate was achieved, that is 235. Both personal interview and mail questionnaire methods were the methods of data collection adopted to elicit information from the respondents. On the validity of the instrument, the interview guide and the questionnaire were assessed using Pearson's product moment of correlation and it yielded $r = 0.80$, which was good and were approved as validly constructed. The reliability was tested using a pilot sample which indicated that the instrument would measure what it set out to measure and it sure did. The Cronbach Alpha was also adopted and it indicated a reliability coefficient of 0.85. In analyzing the data, we adopted the tabular approach and simple percentages.

4. Data Presentation and Analysis

The data gathered are presented as follows.

Table 4.1: Distribution of Workers According to Cadre

Cadre	No of Respondents	%
Admin.	35	15
Operatives	200	85
Total	235	100

Source: Field Survey, 2011

Table 4.1 indicates that 35 (15 percent) of the staff were of the administrative cadre, while 200 (85 percent) of the staff were of junior cadre.

Table 4.2 Distribution of Respondents on their Opinion on Challenges of HRM Imposed by the Worker

Challenges Imposed by the Worker	No of Respondents	%
More female employees	215	91.50
Increasing education of the workforce	201	85.50
Increasing number of married women/nursing mothers	190	80.90
Increasing white cola employees	230	97.90
Change in work ethic of the worker	220	93.62

Source: Field Survey, 2011

Table 4.2 indicates that 215 (91.50 percent) of the staff see more female employees as a challenge, 201 (85.50 percent) identify increasing education of the workforce as a challenge, 190 (80.90 percent) insist that increasing number of married women/nursing mothers is a challenge, while 230 (97.90 percent) accept increasing number of white cola employees as a challenge to human resource management and 220 (93.62 percent) believe change in work ethic of the worker is a challenge.

Table 4.3 Distribution of Respondents on their Opinion on Challenges of HRM Imposed by the Government

Challenges imposed by the employer	No of Respondents	%
Fixing of wages by government through fiat.	100	42.55
Increasing number of referrals	232	98.72
Inconsistent labour laws and their turnover	216	91.91
Godfatherism and corruption	211	89.79
Meddlesomeness in HRM affairs	233	99.15

Source: Field Survey, 2011

Table 4.3 shows that 100 (42.55 percent) of the staff accept wage fixing by fiat as a challenge, 232 (98.72 percent) see increasing number of referrals by government as a challenge, 211 (91.91 percent) believe inconsistent labour laws and their turnover are a challenge. 211 (89.79 percent) accept godfatherism and corruption by government officials as a challenge, and 233 (99.15 percent) see meddlesomeness of government in HRM affairs as a challenge.

Table 4.4 Distribution of Respondents on their Opinion on Challenges of HRM Imposed by the Employer

Challenges Imposed by the Employer	No of Respondents	%
Mergers and growth pressure	205	87.23
Acquisition of ICT	140	59.57
Interference and meddlesomeness	230	97.87
Workplace diversity	165	70.00

Source: Field Survey, 2011

Table 4.4 shows 205 (87.73 percent) of the respondents see mergers and growth pressure as challenge, 140 (59.57 percent) see acquisition of ICT as a challenge while 230 (97.87 percent) see interference and meddlesomeness by employers as a challenge. Also, 165 (70 percent) see workplace diversity as a challenge.

Table 4.5 Distribution of Respondents on Extent of Drop in Productivity of Workers due to Challenge faced by HRM.

Opinions	No of Respondents	%
Great extent	200	85.10
Drop	10	4.26
No drop	15	6.38
No idea	10	4.26
Total	235	100

Source: Field Survey, 2011

Table 4.5 shows that 200 (85.10 percent) of the respondents believe that productivity has dropped to a great extent due to the challenges of HRM, 10 (4.26 percent) indicate a drop, while 15 (6.38 percent) indicate there was no drop. However, 10 (4.26 percent) have no idea of the state of productivity in the organisation.

Table 4.6 Distribution of Respondents on the Impact of Globalization on HRM

Opinions	No of Respondents	%
Great impact	213	90.64
Impact	15	6.38
No impact	2	0.85
No idea	5	2.13
Total	235	100

Source: Field Survey, 2011

Table 4.6 shows that 213 (90.64 percent) of the respondents indicate that globalization has great impact on HRM, 15 (6.38 percent) indicate it has impact, 2 (0.85 percent) indicate it has no impact, and 5 (2.13 percent) had no idea of the impact of globalization on HRM.

5. Summary of Findings

Analysis of the data shows that the operatives and other junior cadre represent 85 percent of the workforce, while the administrative cadre was 15 percent. On the challenge of human resource management, both cadres agreed that labour unions, information overload, mix of the workforce, changing demand of the workforce and changing demand of employers were serious challenges. Majority of the administrative cadre (70 percent) insisted that workplace diversity was a challenge in the organization. The challenges facing human resource management in the organization were identifiable by other administrative and operative cadres. Challenges exist such as mix of workforce, demand of workerless, workplace diversity, unionism and conflict, changing demand of employers and interference by government and other highly placed individuals. Also information explosion and the ICT have created no hiding place for the human resource manager and even the entire human.

6. Conclusions

Human resource management has evolved from the commodity approach, through paternalism to the present social system approach. It has moved from a closed system to an open system. Challenges of workplace diversity, changing mix of workforce, values, demands of employers and governments are evident. The militancy in the Niger Delta area and the ever-ferocious incursion of religion and the attendant sentiments are prevalent. The offices which are in less trouble-prone areas like Enugu are having field-day losing man-hours through office religious activities. The number of females and nursing mothers, which ultimately affect the productivity of these workers, is prevalent.

The first step to solving these problems is the ability of the human resource manager to make self relevant in the organisation. If he/she is relevant his/her ideas will sell and top role will be reserved for him/her. The design of programmes for recruitment, training and development, integration, maintenance and separation of the employee cannot be possible without the acceptance of the organisation members. The job of the human resource manager is pervasive and requires the top place it deserves.

The workplace diversity challenge is resolvable through the installation of Executive Information System (EIS), mentoring, job fit programme of recruitment to avoid job conflicts between inborn characteristics and job duties. The conflict in this area normally breeds tension and stress that can lead to organisational conflict and employee burnout. People are made to match the jobs they do. Leadership skills of supervisors, managers and executives are identifiable. Team building on solving the workplace diversity is fundamental to achieving success.

7. Recommendations

The following recommendations are made to tackle the challenges of human resource management identified with manufacturing organisations in Nigeria. They include:

- i. The manager in-charge of human resource should have Executive Information System (EIS) for on-line information
- ii. A flexitime should be introduced to take care of the different demands and time of workers.
- iii. External interference in the recruitment and promotion of staff should be minimized to avoid making human resource manager a rubber stamp.
- iv. The personnel policy should be designed to utilize the different nationalities in the workplace instead of viewing workplace diversity as a problem.
- v. Trade unions should see themselves as partners in progress and not competitors in sharing the available resources in the workplace
- vi. The latent nature of the union, in organisations should be reversed to make way for a virile and co-operative unionism
- vii. It is recommended also that an industry-wide and cross-industry study be conducted of the challenges of human resource management to ascertain in a comparative manner the challenges of human resource management in Nigeria.

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