

TITLE PAGE

**EFFECT OF HUMAN RESOURCES MANAGEMENT IN A PROFIT
ORIENTED ORGANIZATION**

(A STUDY OF 7 UP BOTTLING COMPANY, KADUNA)

BY

**ESTHER FASOLA OMOLADE
KPT/CBMS/18/54762**

**BEING A RESEARCH PROJECT SUBMITTED TO THE DEPARTMENT
OF BUSINESS ADMINISTRATION AND MANAGEMENT,
COLLEGE OF BUSINESS AND MANAGEMENT STUDIES, KADUNA
POLYTECHNIC, KADUNA**

**IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE
AWARD OF HIGHER NATIONAL DIPLOMA (HND) IN BUSINESS
ADMINISTRATION AND MANAGEMENT**

JUNE, 2022.

DECLARATION

I hereby declare that this project proposal was carried out by me under the guidance and supervision of **MAL. IBRAHIM MAIKUDI KANKIA** of the Department of Business Administration and Management, Kaduna polytechnic. All authors whose work has been referred to in this project have been duly acknowledged.

ESTHER FASOLA OMOLADE

KPT/CBMS/18/54762

Signature

Date

APPROVAL PAGE

This research proposal work was written by me **Esther Fasola Omolade** with registration number **KPT/CBMS/18/54762** and submitted in compliance with the established policy of the Department of Business Administration and Management, College of Business and Management Studies (CBMS), Kaduna Polytechnic, Kaduna. It has been read and approved to meet the requirement for the award of Higher National Diploma in Business Administration and Management.

MAL. IBRAHIM MAIKUDI KANKIA
PROJECT SUPERVISOR

Signature

Date

DR. ISMAEEL M. ANCHAU
PROJECT COORDINATOR

Signature

Date

MR. TUNDE LAWAL
HEAD OF DEPARTMENT

Signature

Date

EXTERNAL EXAMINER

Signature

Date

DEDICATION

This research proposal work is dedicated to Almighty GOD.

ACKNOWLEDGEMENT

First and foremost, my sincere thanks and gratitude goes to Almighty GOD for giving me the opportunity of becoming what I am today, and had made it possible for me to overcome all the hurdles, up to this happy moment.

I would also like to express my sincere appreciation to my supervisor **Mallam Ibrahim Maikudi Kankia** for his guidance and cooperation throughout this research work.

I also want to acknowledge the effort of my project coordinator **Dr. Ismaeel M. Anchau** for his immense contribution to the successful completion of this project work.

At this juncture, I found it necessary to express my sincere appreciation to my able lecturers of the Department of Business Administration and Management, headed by **Mr. Tunde Lawal** for giving me the necessary skills, advice, encouragement and knowledge.

My gratitude goes to my lovely parents **Mr. and Mrs. Fasola** and my siblings whose prayers, care and family support have seen me up to this level of my academic career, and to them I shall always be indebted.

A special vote of thanks goes to my lovely friends and all my well-wishers and my course mate for their prayers, support and advice throughout my academic pursuit.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

In the last ten years, organisations especially in Africa have been hit with the undisputable fact that the creation of competitive advantage lies in people. Organisations have increasingly recognised the potential for their people to be a source of competitive advantage Schroeder (2017). Not too long ago, so called human resource management functions was to recruit and preserve staff. Personnel Managers duties were to recruit and select, appraise, promote and demote. These superficial duties could be performed by any manager Barney (2018), it therefore never seemed necessary to employ an expert in the form of a human resource manager let alone create a whole department dedicated to human resource management. In recent years most of organizations have diverted their attention on human resource management issues and its impact on organisational performance. according to Schroeder (2017).

The emphasis on traditions and socio-cultural issues injected an element of subjectivity in “personnel manager” functions such as recruitment and selection, performance appraisal, promotion, demotion, and compensation.

In today’s competitive and rapidly changing business world, organisations especially in the service industry need to ensure maximum utilisation

of their resources to their own advantage; a necessity for organisational survival. Studies have shown that organisations can create and sustain competitive position through management of non-substitutable, rare, valuable, and inimitable internal resources (Barney, 2018).

In Nigeria the quest for formalized Corporate Social responsibility (CSR) practices started during the military administration of the 1990s as typified by Shell Nig. Plc- Ogoni imbroglio to the sudden realization that one cannot continue to take so much without the restoration of a little.

Most of the Multi National and locally owned companies in Nigeria have failed to measure up to the standard of international norms and ethics of the corporate social responsibility.

7up Bottling Company With its expanding financial, service, communications and entertainment sectors, Nigeria without question possesses all the vital components necessary to be recognised as one of Africa's most important emerging markets. In fact, as of 2012, the country was ranked 30th in the world in terms of gross domestic product and the second largest in Africa.

1.2 Statement of the Problem

Generally, the central task of HRM is to secure the availability of HR quantitatively and to ensure the work of the persons employed by an organisation is of a desired quality level appropriate to costs. Neglecting HRM could endanger the efficiency of the organisation. NPOs depend on human performance to fulfil their quality expectations as well as to reach an acceptable level of labour costs.

Excellent Human performance is the most basic condition for the survival of every organisation (Capelli/Crocker-Hefter, 2016). Increasing competition for employees as well as for funds will force NPOs to rethink their current HRM activities in order to become more cost-sensitive, efficient and effective. It is worth asking therefore, whether and in which way the principles of the Human resource management, as they were developed during the last 20 years for profit-oriented enterprises, can be transferred to NPOs. The purpose of the following contribution is to outline possibilities of HRM for stabilising and increasing the efficiency of NPOs. To do so special attention must be paid to the specific characteristics of NPOs. As the expression human resource management already indicates, a management perspective is pursued, which argues from the perspective of the top management of the NPO (e.g. secretary general, managing director, executive committee). Perspectives of HR function specialists will be neglected according to the view that HRM is primarily part of each management position. It is in the face of this existing gap that the researcher wishes to establish the impact of human resource management in a profit-oriented organization like 7up Bottling Company, Kaduna. The 7UP Bottling Company, Kakuri, Kaduna.

1.3 Objectives of the Study

The main objective of this study was to evaluate the effect of human resources management in 7up Bottling Company, Kaduna.

Specific objectives are to:

- i Examine the role of human resource management practices, policies and programmes of 7up Bottling Company, Kaduna
- ii Evaluate the role of employees on human resource management practices, policies and programmes of 7up Bottling Company, Kaduna
- iii Find out the impact of human resource management towards enhancing productivity in 7up Bottling Company, Kaduna.

1.4 Research Questions

In achieving the stated objectives, the following research questions were raised which are:

- 1. What are the role of human resource management practices existing in 7up Bottling Company, Kaduna?
- 2. Outline the role of employees and managers about HRM practices of the 7up Bottling Company, Kaduna?
- 3. Is there any impact of human resource management towards enhancing productivity in 7up Bottling Company, Kaduna?

1.5 Significance of the Study

Organisational performance culminating into effectiveness, efficiency, success and development depend on the optimal utilisation of human resource. Notwithstanding the level of technology, Production company is primarily a labour intensive service sector. Hence it will not be possible for the Production companies to sustain performance unless human resource management is given

prime importance because the technology is only an aid to human effort and not a substitution in an organization. Production company will need to create competitive advantage through their employees. Because no meaningful change is possible without the proper management of human resources, organisations would have to now emphasise on using human resources to differentiate in the competitive environment. It is a recognized fact that human resource management occupies a unique and sensitive position in the production company; therefore, a study of this nature will help the 7up Bottling Company Nigeria Plc to appreciate the impact of human resource management on their organisational performance.

This study will propose appropriate human resource management strategies, policies, processes, programmes and practices and the possible outcomes in the Beverage companies the globe. It will also provide insights into adopting the “best fit” practices as strategic response for Production companies in the near future.

The larger community stands to benefit since the improved performance of Production companies will enhance the living standard of mostly the majority informal sector that deals with them and contribute significantly to the growth of the Nigeria economy.

This study will prompt policy-makers and implementers to pay due attention to human resource management practices and the role of human resource management strategies in achieving Organizational goals.

The academic significance of this work is to add to existing theories on HRM, serve as reference to those engaged in other related studies and create the leeway for another to further research into HRM and Organisational Performance.

The findings and recommendations will provide a solid basis for Production companies to properly manage their human resources and serve as an opportunity to improve performance with existing workforce.

The study is also to add to the knowledge of human resource management concepts in the Nigeria corporate world and serve as reference for future studies.

1.6 Scope of the Study

The scope of this study is to determine the impact of human resource management in a profit oriented organization. the study used 7up bottling company as the domain for the study. This study covers the period of 2017-2021. This research discusses The Concept of Human Resource Management, Theoretical Issues on Human Resource Management and Performance, Human Resource Management Practices – Performance Linkage, and also Organizational Performance.

2.7 Limitation of the Study

This study is limited to 7up Bottling Company, Kaduna as such, the result of its findings could not be generalized to all other organizations.

Other limitation is that, researcher could not have free access to some information about the present personnel and human resource planning processes or strategies operational in the institute at Kaduna, and was denied interviews by the management staff for fear of releasing vital information to the researcher due to their official confidentiality. Also encountered were problems of literature availability, restricted library and limited journals.

1.7 Definition of Terms

- **Recruitment:** this is the process of attracting personnel to apply for job position in an organization Hefter, (2016).
- **Manpower planning:** the process for casting the human resource needs of an organization by taking into consideration the changing circumstance in the environment Bakke (2016).
- **Training:** the process of acquiring new skills, method or techniques in order to become more competent or equipped to face the challenges or demand of the work Hefter, (2016)..
- **Forecasting:** A process by which a manager or a planner can predict with a high degree of accuracy of likely with occurrence in the future in relation to specific area of operation Bakke (2016).
- **Management:** the process by which manager create, direct, maintain and operate an organization through coordinated cooperative human effort Boxall (2018).

- **Development:** this can also be defined as planning opportunity that is provided for training. Education directed and planned experience and guide growth Bakke (2016).
- **Employees:** Employees are people who are hired working under contract in an organization, they are referred to as the workforce of an organization Boxall (2018).

CHAPTER TWO LITERATURE REVIEW

2.0 Introduction

This chapter reviews previous literature in the field of human resource management. What is known as literature review in research does not only provide knowledge on what has been done on an area of study but the strengths and weaknesses that could propel a meaningful and insightful study. This chapter casts more light on the concepts of human resource management (HRM), various „bundles“ of human resource management practices, contentions surrounding theories, models and previous findings. It ends with the human resource management practices that have been found to impact greatly on organisational performance of especially the service industry.

2.1. The Concept of Human Resource Management (HRM)

The concept of Human Resource Management was first defined by Bakke (2016) who said that the general type of activity in any function of management

is to use resources effectively for an organisational objective. The function which is related to the understanding, maintenance, development, effective employment and integration of the potential in the resource of „people“ I shall call simply the human resources function. However, HRM emerged fully fledged later when the Michigan „matching model“ (Fombrun et al, 2017) and what (Boxall 2018) calls the Harvard framework developed by Beer et al (2017) made statements on the HRM concept revealing the need to take HRM beyond just selection and compensation to broader issues that demand more comprehensive and more strategic perspective to an organization’s human resources. The matching model of HRM held that HRM systems and the organisation structure should be managed in a way that is congruent with organisational strategy and further explained that there is a human resource cycle that consists of four generic processes or functions that are performed in all organisations; selection, appraisal, rewards and development. The Harvard framework is based on their belief the problems of historical personnel can only be solved when general managers develop a viewpoint of how they wish to see employees involved in and developed by the enterprise and of what HRM policies and practices may achieve those goals. Without either a central philosophy or a strategic vision which can be provided only by general managers – HRM is likely to remain a set of independent activities, each guided by its own practice tradition. This called for the need to have a long-term

perspective in managing people and consideration of people as potential assets rather than merely a variable cost.

As Armstrong (2017) puts it „HRM is regarded by some personnel managers as just a set of initials or old wine in new bottles. It could indeed be no more and no less than another name for personnel management, but as usually perceived, at least it has the virtue of emphasizing the virtue of treating people as a key resource, the management of which is the direct concern of top management as part of the strategic planning processes of the enterprise. Although there is nothing new in the idea, insufficient attention has been paid to it in many organisations“.

2.2 Meaning of Human Resource Management

Though the term HRM is widespread, the definition of the term has remained varied and elusive. Storey (2015) therefore defines HRM as: “A distinctive approach to employment management which seeks to achieve competitive advantage through the strategic deployment of highly committed and capable workforce, using an integrated array of cultural, structural and personnel technique”.

The term Human Resource Management (HRM) is a strategic, integrated and coherent approach to the employment, development and well-being of the people working in organisations. To Boxall et al, (2017), it is the management of work and people towards desired ends. Som, (2018) described HRM as carefully designed combinations of such practices geared towards improving organisational effectiveness and hence better performance outcomes.

2.3 Concept of Organisational Performance

Researchers have different opinions of what performance is. Organisational performance continues to be a contentious issue in the management research circles. Javier (2016) equates performance to the famous 3Es; economy, efficiency and effectiveness of a certain programme of activity. According to Richard et al (2019) organisational performance encompasses three specific areas of firm outcomes; financial performance (profits, return on assets, return on investment, etc), product market performance (sales, market share, etc), and shareholder return (total shareholder return, economic value added, etc.). Organisational performance is the organization's ability to attain its goals by using resources in an effective and efficient manner Daft (2017). We can put organisational performance as the actual output or results of an organisation as measured against its intended outputs, that is; goals and objectives.

Performance should not be confused with productivity; according to Ricardo (2017), productivity is a ratio depicting the volume of work completed in a given amount of time. Performance is a broader indicator that could include productivity as well as quality, consistency, effectiveness, efficiency and other factors.

A study by Chien (2015) found that there were five major factors determining organisational performance, namely:

1. Leadership styles and environment
2. Job design

3. Organisational culture
4. Model of motive and
5. Human resource policies

The concept of performance borders on both what has been achieved and how it has been achieved. Organisational performance can be measured in a number of different ways. The most obvious way to measure what has been achieved and the approach used in many studies, is by reference to key performance indicators (KPIs) which are usually to do with financial results (profitability) or productivity. Measuring the „how“ is more difficult. It has to rely extensively on qualitative assessments of organisational capability or effectiveness.

2.4 Concept of HRM Evolution

Human Resource Management means supporting employees at all stages of the employee life cycle from recruitment, onboarding, performance management, coaching & training, career planning & succession and separation.

Managing People at Work began at the time of the Industrial Revolution in the late eighteenth century. Before this time few large organisations existed but with the emergence of new technology, the factory system developed. The work environment was very unfavourable at this time and thousands of employees worked long hours for little pay in difficult and often dangerous working conditions.

Towards the end of the 19th-century Companies like ‘Cadbury’ in the UK and ‘Jacob’ In Ireland voluntarily appointed [welfare officers](#) to improve working conditions and set up sick pay schemes and subsidised housing.

The early Twentieth century brought [scientific management](#) influenced by FW Taylor who believed there was ‘one best way’ to approach every job and organise the work process more efficiently. Taylor analysed the job and broke it down into components i.e., job specialisation. Taylor believed that people could be trained to become an expert at one particular component of the job but ignored that fact that people are not machines and get bored doing the same job every day. Taylorism was most famously adopted by fast food companies and Ford and benefits Human Resource Management with tools such as job analysis, methods of selection, methods of training.

Recruitment which is the process of generating a pool of capable people to apply for employment to an organisation and selection which is the process by which managers and others use specific instruments to choose from a pool of applicants a person or persons more likely to succeed in the job(s) given management goals and legal requirements” Bratton and Gold (2017). Recruitment and selection can play a pivotal role in shaping an organisation’s effectiveness and performance, if organisations are able to acquire workers who already possess relevant knowledge, skills and aptitudes and are also able to make an accurate prediction regarding their future abilities.

2.5. Training and Development

A formal definition of training and development is any attempt to improve current or future employee by increasing an employee's ability to perform through learning, usually by changing the employee's attitude or increasing his or her skills and knowledge. While training is seen to be the process of imparting specific skills, development is said to be the learning opportunities designed to help employees grow. According to (Armstrong 2017) training is the formal and systematic modification of behaviour through learning which occurs as a result of education, instruction, development and planned experience. Training has the distinct role in the achievement of an organisational goal by incorporating the interests of organisation and the workforce (Stone R J. Human Resource Management, 2017). For training to have a better effect on performance, its design and delivery should be well executed.

2.5.1 Compensation

Compensation processes are based on compensation philosophies and strategies contained in the form of policies, guiding principles, structures and procedures which are devised and managed to provide and maintain appropriate types and levels of pay, benefits and other forms of compensation. This constitutes measuring job values, designing and maintaining pay structure, paying for performance, competence and skill and providing employee benefit. However, compensation management is not just about money, it is also concerned with

that non-financial compensation which provides intrinsic or extrinsic motivation (Bob, 2019). Compensation has a motivational effect and therefore implies that having a compensation structure in which the employees who perform better are paid more than the average performing employees is vital to enhancing organisational performance (Hewitt, 2019). The growing recognition and consensus that compensation promotes productivity is consistent with the early work of Peter Drucker (2016) that states “happy workers are productive workers.”

2.5.2 Appraisal/Performance Management

Performance appraisal of employees is the systematic evaluation of employees’ performance and potential for development during a certain period of time by supervisors or others who are familiar with their performance. It is one of the oldest and widely used management practices. Performance appraisal is an indispensable tool for an organisation because the information it provides is highly useful in decision making regarding issues such as promotion, merit increases transfer, discharge, training and development. Not only is performance appraisal useful for the above issues, it may also increase employee’s commitment and satisfaction Wiese and Buckley, (2018). However, there has been a great realisation that it is more important to focus on defining, planning and managing performance than merely appraising performance Pareek and Rao, (2016). The increased competitive nature of the economy and

rapid changes in the external environment has forced many organisations to shift from reactive performance appraisals to proactive performance management to boost productivity and improve organisational performance (Nayab, 2018). Prasad (2019) defines performance management as the process of planning performance, appraising performance, giving its feedback, and counselling an employee or teams to improve performance. As Armstrong (2016) put it, performance management is a systematic process for improving organisational performance by developing the performance of individual and teams. Performance management is one of the most important developments in the field of HRM probably propelled into visibility in the early 1980's as a result of the growing importance of total quality management.

2.5.3 Employment Security

Studies by Delery and Doty (2016); Bjoekman and Fey (2018) have emphasised the significant correlation between employment security and organisational performance.

According to Pfeffer (2018) benefits of employment security, aside workers' free contribution of knowledge and their efforts to enhance productivity, it also encourages people to take a longer-term perspective on their jobs and organisational performance. In a study of the financial performance of 192 banks, John Delery and Harold Doty observed significant relationship between employment security and the bank's return on assets, an important measure of

financial performance. Employment security maintained over time helps to build trust between people and their employer, which can lead to more cooperation, forbearance in pressing for wage increases and better spirit in the organisation. The idea of employment security does not mean that the organisation retains people who do not perform or work effectively with others; of course, performance does matter. Employment security is fundamental to the implementation of most other high performance management practices such as selective hiring, extensive training, information sharing and delegation. Companies are unlikely to invest the resources in the careful screening and training of new people if those people are not expected to be with the firm long enough for it to recoup these investments. Similarly, delegation of operating authority and the sharing of sensitive performance and strategic information requires trust and that trust is much more likely to emerge in a system of mutual, long-term commitments.

2.5.4 Employee Voice (Involvement and Participation)

The direct participation of staff to help an organisation fulfil its mission and meet its objectives by applying their own ideas, expertise and efforts towards solving problems and making decisions is termed as employee involvement. Research has shown that organisations that tap the strength of their people will be stronger and more aggressive than those that cannot. Firms will never realise the full potential of employees if they regard people as automatons or mere cogs in a wheel. In the long run, such companies' inefficiencies attract competition,

and unless the management philosophy changes, they will disappear (Apostolou, 2017).

2.5.5 Information Sharing and Knowledge Management

As Pfeffer (2018) asserts, information sharing is an essential component of high performance work systems for two reasons; first, the sharing of information on things such as financial performance, strategy and operational measures conveys to the organization's people that they are trusted and the second is that even motivated and trained people cannot contribute to enhancing organisational performance if they do not have information on important dimensions of performance and in addition training on how to use and interpret that information. An enterprise that makes real a shared culture that is in actual fact unbreakable through information flow will be a competitive one.

When the sharing of information is a vital component of the entire enterprise's culture, this can surely impact the effectiveness of the enterprise. When people work together, share ideas, and sometimes wrangle, they build on one another's ideas for the benefit of the enterprise. The lack of communication and information sharing disrupts works and brings about enterprise mediocrity.

2.6. Job Design

Job design refers to work arrangement or rearrangement aimed at reducing or overcoming job dissatisfaction and employee alienation arising from repetitive and mechanistic tasks. Through job design, organisations try to raise

productivity levels by offering nonmonetary rewards such as greater satisfaction from a sense of personal achievement in meeting the increases challenge and responsibility of one work. Job enlargement, job enrichment, job engineering, job rotation and job simplification are various techniques used in a job design exercise. Opatha (2017) ,, Job design is the functions of arranging task, duties and responsibilities in to an organisational unit of work“. The process of job design has been defined as, “...specification of the contents, methods, and relationships of jobs in order to satisfy technological and organisational requirements as well as the social and personal requirements of the job holder.” (Buchanan, 2017) It can also be the process of putting together various elements to form a job, bearing in mind organisational and individual worker requirements, as well as considerations of health, safety, and ergonomics.

2.7 Career Planning

Career planning is the deliberate process through which someone becomes aware of his or her personal skills, interests, knowledge, motivations, and other characteristics; acquires information about opportunities and choices; identifies career-related goals; and establishes action plans to attain specific goals (Dessler, 2018). According to Edgar Schein career planning (Manolescu, 2018) is a continuous process of discovery in which an individual slow develops his own occupational concept as a result of skills or abilities, needs, motivations and aspirations of his own value system. In HRM, career planning seeks to

identify to identify needs, aspirations and opportunities for individuals“ career and the implementation of developing human resources programs to support that career. A well-planned career development system along with internal advancement opportunities based on merit, results in high motivation among employees, which has an impact on firm performance (Milkovich & Boudreau, 2018).

2.8 Review of Related Empirical Literature

Over the years, researchers have devoted a great deal of time and attention to establishing and examining the linkage between HRM practices and organisational performance. Based on the evidence and findings, it is becoming increasingly clear that HRM is an important component that can impact on organisational effectiveness leading to improved performance. Though the link between HRM and organisational performance is considered a „black box“, that is, lack of clarity as to „what exactly leads to what“ (Gerhart, 2015) however, the positive relationship between HRM and organisational performance cannot be over emphasized. Empirical research surrounding the HRM and performance debate over the last decade or so demonstrates evidence that, „HRM does matter“ (Huselid, 2015; Patterson et al, 2017; Guest et al, 2017; Thompson, 2016; Purcell et al, 2016). Guest (2017) argues the distinctive feature of HRM is its assumption that improved performance is achieved through the people in the organisation. The work produced by Huselid, 2015, that examined the relationship between HR practices and corporate turnover, profitability and market value found that his HR index was significantly related to the gross rate of return on assets (a measure of profitability) and Tobin“s Q (the ratio of the market value of a firm to its book value). This means that if appropriate HR policies, processes and strategies are introduced a substantial impact on organisational performance can be made. It is important to realise that the

effectiveness of HRM policies depends on its alignment with other business strategies. Interestingly, Hyde et al (2018) examining the impact of HRM practices on firm profitability found little support for a positive relationship between HRM practices and firm profitability.

Mohrmans (2017) studied design of organizations for growth: The human resource contribution, explores the key issues raised in designing an organization for rapid growth and how HR should contribute to this. Understanding organization design approaches for growth, leading design processes, and building the capabilities for growth into the organization are critical strategic contributions for HR professionals. To play this role, HR need to develop new skills in organization design, be involved in helping the business think through how it should be structured, and build growth routines into the organization (Mohrman, 2017). Questionnaires were developed to ascertain the extent of the human resource contribution on organizational design for growth. Data from the study were analyzed using Pearson product moment correlation coefficient. The study revealed that talent management (maximizing human resource potentials) is inextricably linked to organization and work systems design, in a way that each compliment the other. Whether seeking organic growth in new markets, expanding through developing innovative products, services, and business models, or growing through acquisitions and partnerships, organizations face the need to find and integrate new resources, realign existing ones, and reconfigure core design features to handle the increased size and complexity that accompany growth.

The study therefore concluded that to support growth strategies, HR's definition of talent management has to be expanded to include designing the context in which talent operates. The ability to optimize talent strategy is in profound interdependence with how the organization is designed to function. Must expand its domain of influence by becoming proficient at shaping the design of the organization for growth.

Mohrman (2017) describes the domain of organization and work design expertise, design challenges that HR must address to support different kinds of growth strategies, the competencies that HR needs to learn to be major players in this domain, as well as some of the approaches that can be used to build the foundation for this capability. A well designed organization uses its talent effectively, which limits the waste that occurs when valuable talent hours are used poorly, avoiding the frustration, cynicism, and unnecessary withdrawal of the talent that HR works so hard to build.

Schuler and Macmillan (2014), in agreement with Mohrman (2017), pointed out that the basic functions of SHRM involve designing and implementing a set of internally consistent policies and practices that ensure the human capital of a firm contributes to the achievement of its business objectives. SHRM reflects a more flexible arrangement and utilization of HR to achieve the organizational goals and accordingly helps organizations gain a competitive advantage (Jackson and Schuler, 2015). Importantly, SHRM emphasizes developing the firm's capacity to respond to the external environment through a better deployment of human resources.

2.8.1 Human Resource Management Practices

Many researchers over the period have identified different HRM practices by different names. Researchers variously refer to certain sets of HRM practices as “best practices” or „high performance“ (Huselid, 2015) „sophisticated“ (Golhar and Deshpande, 2017; Hornsby and Kuratko, 2018; Goss et al., 1994; Wagner, 2018) or as “professional” (Gnan and Songini, 2018; Matlay, 2019). Pfeffer (2018) argued the most appropriate term is „Best HRM practices“. However, according to Chandler and McEvoy (2019) one of the lingering questions in HRM research is whether or not there exists a single set of policies or practices

that represents a universally superior approach to managing people. Theories on best practices suggest that universally, certain HRM practices either separately or in combination yield improved organisational performance.

A number of lists of „best practices“ have been produced; Guest (2019) drew up the following list.

1. Selection and the careful use of selection tests to identify those with potential to make contribution.
2. Training, and in particular a recognition that training is an ongoing activity.
3. Job design to ensure flexibility, commitment and motivation, including steps to ensure that employees have the responsibility and autonomy fully to use their knowledge and skills.
4. Communication to ensure that a two-way process keeps everyone fully informed.
5. Employee share ownership programmes to increase employees“ awareness of the implications of their actions on the financial performance of the firm.

Redman and Mathews (2018) in a study also identified an HRM bundle of key practices that support services organisations;

1. Careful recruitment and selection, for example, „total quality recruitment“, „zero defects recruitment“, „right first time recruitment“.
2. Training and learning

3. Extensive remuneration systems for example bonuses for staff willing to be multiskilled
4. Team working and flexible job design
5. Employee involvement
6. Performance appraisal with links to contingent reward systems.

The other framework of HRM practices which was developed by Saxena and Tiwari (2019) through examining the HRM practices of leading IT companies like TATA, Infosys and Wipro in India identified culture building, career development, compensation and benefits, training and development, employer-employee relations and recognition through rewards as important HRM practices.

Delery and Doty (2016) identified seven strategic HR practices that are related to overall organisational performance;

1. The use of internal career ladders
2. Formal training systems
3. Results-oriented appraisal
4. Performance-based compensation
5. Employment security
6. Employee voice
7. Broadly defined jobs

However, the best known which was produced by Pfeffer (2018) named the following practices.

1. Selective hiring
2. Employment security
3. Self-managed teams
4. High compensation contingent on performance
5. Extensive training
6. Reduction in status differences
7. Sharing information

In a notable research work carried out by Appelbaum et al, (2018) who investigated the links between high performance work systems and performance in a major study of 44 manufacturing sites in steel, apparel and medical equipment between 2015 and 2017; they identified three types of generic people management practices which they thought were critical to organisational performance. Placing more emphasis on recruitment, selection and learning, they opined that skill enhancing practices are important because changes in work organisation are only effective if employees have adequate skills to take up these opportunities.

2.9 Theoretical Framework

Theories on people management have been sifted, going through so many phases. From the perspectives of Taylorism, bureaucratic theory, theory X and theory Y till the breakthrough with Elton Mayo's Hawthorne experiment which began another phase of people management known as human relations. The era of personnel management surfaced which has metamorphosed into the present-

day Human Resource Management. Since then, HRM has captured the interest of many studies churning out loads and loads of findings that sometimes generate debates and disagreements.

Taylorism Theory of Management

In 1911 Frederick Winslow Taylor published his monograph “The Principles of Scientific Management.” Taylor argued that flaws in a given work process could be scientifically solved through improved management methods and that the best way to increase labor productivity was to optimize the manner in which the work was done. Taylor’s methods for improving worker productivity can still be seen today at companies, in modern militaries, and even in the world of professional sports.

Scientific management, also often known as Taylorism, is a management theory first advocated by Federick W. Taylor. It uses scientific methods to analyze the most efficient production process in order to increase productivity. Taylor’s scientific management theory argued it was the job of workplace managers to develop the proper production system for achieving economic efficiency. Although the terms “scientific management” and “Taylorism” are commonly used interchangeably, it would be more precise to say that Taylorism was the first form of scientific management.

Theory X and Y

These assumptions about your team members can have a significant influence on how you manage them.

In the 1960s, social psychologist Douglas McGregor developed two contrasting theories that explained how managers' beliefs about what motivates their people can affect their management style. He labelled these Theory X and Theory Y. These theories continue to be important even today.

Theory X and Theory Y were first explained by McGregor in his book, "The Human Side of Enterprise," and they refer to two styles of management – authoritarian (Theory X) and participative (Theory Y).

If you believe that your team members dislike their work and have little motivation, then, according to McGregor, you'll likely use an authoritarian style of management. This approach is very "hands-on" and usually involves micromanaging people's work to ensure that it gets done properly. McGregor called this Theory X.

On the other hand, if you believe that your people take pride in their work and see it as a challenge, then you'll more likely adopt a participative management style. Managers who use this approach trust their people to take ownership of their work and do it effectively by themselves. McGregor called this Theory Y.

The approach that you take will have a significant impact on your ability to motivate your team members. So, it's important to understand how your perceptions of what motivates them can shape your management style.

We'll now take a more in-depth look at the two different theories, and discover how and when they can be useful in the workplace.

Theory X

Theory X managers tend to take a pessimistic view of their people, and assume that they are naturally unmotivated and dislike work. As a result, they think that team members need to be prompted, rewarded or punished constantly to make sure that they complete their tasks.

Work in organizations that are managed like this can be repetitive, and people are often motivated with a "carrot and stick" approach.

Performance appraisals and remuneration are usually based on tangible results, such as sales figures or product output, and are used to control staff and "keep tabs" on them.

This style of management assumes that workers:

- Dislike their work.
- Avoid responsibility and need constant direction.
- Have to be controlled, forced and threatened to deliver work.
- Need to be supervised at every step.
- Have no incentive to work or ambition, and therefore need to be enticed by rewards to achieve goals.

According to McGregor, organizations with a Theory X approach tend to have several tiers of managers and supervisors to oversee and direct workers. Authority is rarely delegated, and control remains firmly centralized. Managers are more authoritarian and actively intervene to get things done.

Although Theory X management has largely fallen out of fashion in recent times, big organizations may find that adopting it is unavoidable due to the sheer number of people that they employ and the tight deadlines that they have to meet.

Theory Y

Theory Y managers have an optimistic, positive opinion of their people, and they use a decentralized, participative management style. This encourages a more collaborative, trust-based relationship between managers and their team members.

People have greater responsibility, and managers encourage them to develop their skills and suggest improvements. Appraisals are regular but, unlike in Theory X organizations, they are used to encourage open communication rather than control staff.

Theory Y organizations also give employees frequent opportunities for promotion.

This style of management assumes that workers are:

- ❖ Happy to work on their own initiative.
- ❖ More involved in decision making.
- ❖ Self-motivated to complete their tasks.
- ❖ Enjoy taking ownership of their work.
- ❖ Seek and accept responsibility, and need little direction.

- ❖ View work as fulfilling and challenging.
- ❖ Solve problems creatively and imaginatively.

Theory Y has become more popular among organizations. This reflects workers' increasing desire for more meaningful careers that provide them with more than just money.

It's also viewed by McGregor as superior to Theory X, which, he says, reduces workers to "cogs in a machine," and likely demotivates people in the long term.

Theory X and Theory Y in the Workplace

Most managers will likely use a mixture of Theory X and Theory Y. You may, however, find that you naturally favor one over the other. You might, for instance, have a tendency to micromanage or, conversely, you may prefer to take a more hands-off approach .

Although both styles of management can motivate people, the success of each will largely depend on your team's needs and wants and your organizational objectives.

You may use a Theory X style of management for new starters who will likely need a lot of guidance, or in a situation that requires you to take control such as a crisis.

But you wouldn't use it when managing a team of experts, who are used to working under their own initiative, and need little direction. If you did, it would

likely have a demotivating effect and may even damage your relationship with them.

However, both theories have their challenges. The restrictive nature of Theory X, for instance, could cause people to become demotivated and non-cooperative if your approach is too strict. This may lead to high staff turnover and could damage your reputation in the long term.

Conversely, if you adopt a Theory Y approach that gives people too much freedom, it may allow them to stray from their key objectives or lose focus. Less-motivated individuals may also take advantage of this more relaxed working environment by shirking their work.

If this happens, you may need to take back some control to ensure that everyone meets their team and organizational goals.

Circumstance can also affect your management style. Theory X, for instance, is generally more prevalent in larger organizations, or in teams where work can be repetitive and target-driven.

In these cases, people are unlikely to find reward or fulfillment in their work, so a "carrot and stick" approach will tend to be more successful in motivating them than a Theory Y approach.

In contrast, Theory Y tends to be favored by organizations that have a flatter structure, and where people at the lower levels are involved in decision making and have some responsibility.

Max Weber Bureaucracy Theory

Max Weber, a German scientist, defines bureaucracy as a highly structured, formalized, and also an impersonal organization.

He also instituted the belief that an organization must have a defined hierarchical structure and clear rules, regulations, and lines of authority which govern it. Max Weber bureaucracy ideally has the following characteristics:

- ✓ Specialization of labor
- ✓ A formal set of rules and regulations
- ✓ Well-defined hierarchy within the organization
- ✓ Impersonality in the application of rules

Bureaucratic organizations evolved from traditional structures due to the following changes:

- In traditional structures, the leader delegates duties and can change them at any time. However, over time, this changed and there was a clear specification of jurisdiction areas along with a distribution of activities as official duties.
- In a bureaucratic organization, the subordinates follow the order of superiors but can appeal if they feel the need. On the other hand, in traditional structures, the authority was diffused.
- Rules are exhaustive, stable, and employees can learn them easily. Further, the organization records them in permanent files.

- Personal property is separate from the office property. Also, the means of production or administration belong to the office.
- The selection of officials is based on technical qualification and appointment and not an election. Further, officials receive a salary as compensation for their work.
- The official is taken in for a trial period and then offered a permanent position with the organization. This protects him from arbitrary dismissal.

2.10 Summary of the Chapter

Human resource management works for maximum utilization of the resources for the organization. Human resource management develops plans and applies policies and program for the utilization of the organization human resources. The major functional area of the human resource management for the organization is planning, staffing, and employee development and maintenance. The functional area which is focused on the human resource department is the quality of life, career planning and the professional development of the employees. Therefore, the human resources management plays a vital role in managing the workforce with personal and professional development which leads to the overall development of the organization and the workforce.

CHAPTER THREE RESEARCH METHODOLOGY

3.1 Introduction

This study was aimed at effect of human resources management in a profit-oriented organization. This chapter discusses the research design, target population, sample, sampling techniques, sources of data, and data collection procedures used in obtaining the required data. Method of data analysis and justification for the choice.

3.2 Research Design

The research strategy that was used for this research was a survey approach in order to collect quantitative data which will be analysed using descriptive statistical tools. The use of a survey enables generalisation to be conducted

using findings generated from a sample size which is representative of the whole population.

3.3 Area of the Study

The area of this research study is 7up Bottling Company, No.16 Abdulrahman Abubakar road, Kakuri, Kaduna where his company is located.

3.4 Population of the Study

In this study, the target population are some of staff of 7up Bottling Company, Kaduna of which the questionnaire was distributed to. The population is 150 staff of 7up Bottling Company, Kaduna of which the questionnaire were administered to. The above population size is the composition of management staff and non-management staff of the sampled company.

3.5 Sample Size and Sampling Technique

The researcher used random sampling technique to draw sample size for the study. Therefore, the sample size for the study is 108 respondents.

The choice of the sample size were adopted from krejcie and Morgan table for determining sample size.

3.6 Instruments for Data Collection

The research data was collected with the aid of a questionnaire which is made up of two sections. Section “A” is on demographic characteristics of the respondents which comprises of gender, education qualification, position held

and working experience. Section “B” is on research question 1, 2 and 3 respectively.

3.7 Validity and Reliability of Instruments

3.7.1 Validity of the Research Instrument

For validation, the questionnaires were distributed to experts in the field of management discipline for their contributions and vetting. In achieving content validity, the study included in questionnaire variety of questions on the knowledge of the companies’ staff about human resources management and its effect on organizational effectiveness. Questions were based on information gathered during the literature review to ensure that they were representative of what respondents should know. Content validity were further ensured by consistency in administering the questionnaires. All questionnaires were distributed to respondents by the researchers personally. Questions were formulated in simple language for clarity and ease of understanding.

3.7.2 Reliability of Research Instrument

In order to determine the reliability of the instrument (questionnaire), the researcher employed test retest technique of validity test. In this case, the researcher will first structure the questionnaire and distribute 20 copies to the respondents and retrieved them back in order to assess whether the respondents understand the contents of the questionnaire or not, and make any necessary

correction there-from before the administration of the actual questionnaire that were presented and analyzed for the purpose of this study.

3.8 Method of Data Collection

To avoid bias and ensure orderliness, appropriateness and efficiency in questionnaires administration, the researcher personally administered the formulated questionnaires to the respondents randomly. This is made possible with permission from the Director, Human Resource Department. And also personally collected the questionnaire.

3.8 Data Presentation and Analysis Techniques

The researcher employed the use of the mean statistic for the data analysis and decision rule was used to take decision. Value (s) ≥ 3.0 were considered as agree and value (s) ≤ 2.73 were recorded as disagree. Hypotheses were tested using chi- square (X^2).

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter presents information on primary data collected from respondents on HRM practices in 7up Bottling Company, Kaduna, Kakuri, Kaduna of Nigeria. The data were processed and presented in tables, graphs and other statistical representations using SPSS. Interpretations given were on processed

data collected from the field that sought to establish the impact of HRM practices on the organisation performance of rural banks.

SECTION A

4.2 Demography of Staff of 7up Bottling Company, Kaduna

Table 4.2.1 Gender of Staff

Valid	Frequency	Percent
Male	90	97.5
Female	18	2.5
Total	108	100.0

Source: Researcher’s field survey 2022

Table 4.2.1 represents the gender of respondent of the 7up Bottling Company, Kaduna for the study. The above table shows that 90 respondents representing 97.5% are males and 18 respondent representing 2.5% is a female. This clearly confirms the fact that 7up Bottling Company, Kaduna is male dominated. This could also mean that women do not usually gain employment to the study company due to the structures of production, the company do not support that women occupy production positions.

Informal interviews the researcher had with some respondents revealed that women are not supported to be engaged in many position in the study company because of the biological duty of childbearing and the tendency to truncate their career to make room for family-related responsibilities.

Table 4.2.2 Age range of Respondents

Valid	Frequency	Percent
31-40	74	65.0
41-50	34	35.0
Total	108	100.0

Source: Researcher's field survey 2022

Table 4.2.2 gives the age range of the managers of the 7up Bottling Company, Kaduna. The table shows 74 respondents representing 65% of staff are between the ages of 31 to 40 years. 14 respondents, representing 35% of staff belong to the age range of 41 to 50. This indicates that most of these staff belong to the youthful and mature range of ages. This therefore means that production companies of today prefer having younger and exuberant staff to the then past middle-aged staff. This could also mean that younger staff may serve as a means of making 7up Bottling Company, Kaduna appealing to the youth.

Figure 4.2.3 Highest level of education of staff

Valid	Frequency	Percent
Master degree	70	60.0
First degree	30	30.0
HND	8	10.0
Total	108	100.0

Source: Researcher's field survey 2022

Figure 4.2.3 bears the highest level of education of staff of the 7up Bottling Company, Kaduna. The figure shows clearly that 70 staff have at least a master degree. This means that one would have to have a higher level of education to occupy a managerial position. 30 respondents have first degree and just 8 of the respondents hold a higher national diploma. This evidently shows that staff of the 7up Bottling Company, Kaduna, have the appropriate level of education to carry out the operation of this company effectively.

Table 4.2.4 Execution and Management of HR practices

		Frequency	Percent
Recruitment and selection	Centralized	40	100.0
Training and development	Centralized	32	80.0
	Executed and Managed by Line Managers	8	20
Compensation	Centralized	40	100
Performance Appraisal/ Management	Centralized	5	12.5
	Executed and managed by line managers	35	87.5

Employee participation	Centralized	9	22.5
	Executed and managed by line managers	31	77.5
Career Planning	Centralized	30	75.0
	Executed and managed by line managers	10	25.0

Source: Researcher's field survey 2022

Table 4.2.5 shows how some HR practices are executed and managed by these company. All 40 manager-respondents indicated that recruitment and selection is a centralised activity. This means that it is carried out by top management at the head office. The only role line managers have to play is to communicate and justify the need extra hands and the recruitment and selection are done for the branches. Although some of the section of the company take inputs from line managers as to what type of person to select, they do not play any direct and major role in the recruitment and selection process.

32 respondents representing 80% indicated the training and development is carried out at the head office and by top management. Training programmes are drawn up by top management and resource persons are arranged for by the top managers. It is rare for a department to carry out training activities on its own. All training and development needs are consolidated and carried out by the top management at the head office.

There is a situation where line managers are allowed to go as far as identify training and development needs and recommend training and development programmes for

the approval or otherwise of the management and Board. 8 respondents representing 20% indicated line managers have some role to play in training and development activities.

All 40 respondents representing 100% indicated that compensation as an HRM activity is carried out executed and managed at the head office by top management made up of the Board, general manager and their deputy. Often, operations managers have oversight responsibility over the payroll management together with the accountant or finance

officer. 35 respondents representing 87.5% agree that all performance appraisal activities are decentralised and carried out by line managers who play supervisory role to the appraised. 5 respondents representing 12.5% indicated and upon further enquiries explained that, performance management which is a new concept to almost all the section of the company is a centralised activity which is being experimented and therefore it is yet to be left in the hands of line managers. It is a common practice that underperforming employees are transferred to the head office for coaching or for reassignment.

Out of the 40 respondents, 31 representing 77.5% indicated that employee participation is a practice encouraged by line managers at the various section. 9 respondents representing 22.5% responded that this practice is centralised in that

employees only participate in work related decision making and take initiatives only at the behest of top management. This can only mean that employee involvement is gaining grounds in the 7up Bottling Company, Kaduna.

On career planning, 30 respondents representing 75% indicated that career planning is a centralised activity. It is the top management in the company who map out the career path employees in the organisation take. It is the top level managers who decide on who, when and how an employee earns a promotion, earns a sponsorship to further education or fills up a vacancy. 10 respondents representing 25% however indicated that line managers make recommendations as to who deserves a promotion or is qualified for a vacancy. Interestingly, no matter the input of line managers, the back still stops with the top-level management in determining the career path of people in the employment of the company.

SECTION B

4.5 Data Presentation and Analysis from Employees

Data collected from employees of the 7up Bottling Company, Kaduna were processed and presented in quantitative and qualitative forms. These data were on

the perceptions of employees towards HRM practices of their organisations, the effects of such practices on HRM outcomes and labour productivity.

Table 4.2.6 Item Statistics of Recruitment and Selection by Employees

PARAMETERS	Mean	Std. Deviation	N
Advertisement are used by the company to recruit	2.99	1.196	108
In this organisation, the selection system selects those with desired knowledge, skills and attitudes	3.31	.952	108
There is formal induction, orientation and familiarization process designed to help new recruits understand the organisation	3.81	.880	108
I prefer this organisation fills vacancy internally rather than externally	3.82	.955	108
Appointment in this organisation is based on merit	3.56	1.088	108

Source: Researcher's field survey 2022

From table 4.2.6 above, the mean figures of 3.81, 3.82 and 3.56 represent the items; „there is formal induction, orientation and familiarization process designed to help new recruits understand the organization. I prefer this organisation fills vacancy internally rather than externally and appointment in this organisation is based on merit“. These mean figures indicate that employees agree to these three issues raised under recruitment and selection. The two lower mean figures of 2.99 and 3.31 representing the first two items on the use of advertisement in recruitment and selecting qualified hands demonstrates employees' neutrality on the two issues. On the average, employees neither agree nor disagree that these practices are carried out in their organisations.

Table 4.2.7 Summary Item Statistics on recruitment and selection from the viewpoint of employees

	Mean	Minimum	Maximum	Range	N of Items
Item Means	3.498	2.991	3.824	.833	5

Source: Researcher’s field survey 2022

Table 4.2.7 offers an average mean of 3.49 to recruitment and selection practices of the company from the viewpoint of employees. This means that employees hold a neutral view to the practices of their organisations on issues related to recruitment and selection. In other words, employees on the average neither agree nor disagree to the issues in this category. The minimum mean of 2.99 related to the item asking if advertisements are used by the industry to recruit, proves that employees could not concretely agree that their organisations resort to advertisement in recruiting. The maximum mean of 3.82 pertaining to the item seeking to establish if employees prefer their organisation fills vacancy internally rather than externally, proves that employees prefer that vacancies are filled internally therefore the strong agreement to the item. There are 5 items on this scale.

Table 4.2.7 Item Statistics of Career Planning of employees

PARAMETERS	Mean	Std. Deviation	N
Employees have a clear career path	2.94	1.105	108
Employee's career aspirations within the organisation are discussed with immediate supervisor	2.60	1.191	108

Employees have more than one potential position for promotion			
	2.62	1.074	108
Individual and organisational growth needs are matched in this organisation			
	2.67	1.152	108
Every employee is aware of career path in the organisation			
	2.54	1.164	108

Source: Researcher's field survey 2022

Table 4.2.7 displays the mean collected by each and every item under career planning for employees. The item statistics show that employees have no definite opinion on any of the questions asked. The item with the highest mean of 2.94; „employees have a clear career path“ connotes neutrality from the viewpoint of employees. Whilst some employees are sure of their career path in their organisations others are not; bringing about the average opinion expressed. Employees again, neither agree nor disagree to these; employee's career aspirations within the organisation are discussed with immediate supervisor, employees have more than one potential position for promotion, individual and organisational growth needs are matched in this organisation and every employee is aware of career path in the organisation. It is worthy to note that though employees have an idea about the career paths they wish to chart, they seem not to be aware of what their organisations offer in connection to their careers.

4.6 What are the effects of HRM Practices on Motivation, Job Satisfaction and Organisational Commitment?

Table 4.6 Item Statistics on motivation and job satisfaction from the viewpoint of employees

	Mean	Std. Deviation	N
When things go well with your job, your contribution is often recognized	3.07	1.117	108
I am satisfied with the freedom to take initiatives with how my job is done	2.80	1.048	108
	2.93	1.065	108
My job comes with independent thought and action	2.76	1.143	108
I am satisfied with the pay I receive for my job		1.146	
I am satisfied with the employment security the organisation offers me	2.70		108
			108
The employment security offered by the organisation allows me to be innovative and initiative with job related issues		1.051	
	2.81		108
I am motivated to work harder	3.06		108
		1.130	

Source: Researcher's field survey 2022

Table 4.2.7 relates to item statistics on motivation and job satisfaction from the viewpoint of employees. The items in the above table seek to measure the effectiveness of HRM practices on outcomes such as motivation and job satisfaction. Items; „when things go well with your job, your contribution is often recognized“ and „I am motivated to work harder“ recorded the highest mean of 3.07 and 3.06 respectively. This means that employees do not give a decided view on these items and therefore remain neutral. The critical issue of satisfaction with

pay received for ones job and employment security offered by the organisations received average responses shown by the mean of 2.76 and 2.70 respectively. None of the other items produced either an agreement or disagreement in connection with employees“ responses.

Research Findings

The following are the summary of research findings.

General HRM Practices of 7up Bottling Company, Kaduna.

1. Recruitment and Selection Practices

It is evident from the research findings that companies makes recruit from two sources; internal and external sources. Recruitment from external sources though very often is given little advertisement or none at all. External recruitment is done through personal recommendations from top management who usually choose candidates for their friendship and blood relationships. On the other hand, internal recruitment which requires filling vacancies through promotions, transfers and upgrading is used by these production companies as a means of selecting employees to fill vacancies. These activities are centralised and line managers have little or no role to play in the recruitment and selection process of 7up Bottling Company, Kaduna. the 7up Bottling Company, Kaduna however, make it point to have formal induction, orientation and familiarisation process for new recruits which are very important and rewarding practices. It is worth noting that most appointments are based on merit in these organisations.

2. Recruitment and Selection

From all indications, the implementation and the management of human resources by non-HR experts has damaging implications. It was found out that HR functions like recruitment and selection were left in the hands of directors and general managers and this opens the recruitment and selection processes up to nepotism, cronyism and favouritism. Starting with recruitment and selection, it is recommended that people HR expertise with the help of line managers are made to carry out these activities so that people with the appropriate skills, attitudes and knowledge are hired. This will ensure professionalism and institutionalism in the activities of 7up Bottling Company, Kaduna.

3 Training and Development

This research revealed that, the wholesale nature of training and development programmes of 7up Bottling Company, Kaduna do not permit the full realisation of the benefits of the practice. It is therefore recommended that there should be coherent and strategic training and development that is planned to match both individual and organisational interests.

4 Employee Participation and Employment Security

Additionally, employee involvement should be touted the more to get employees to participate more and better in decisions that affect their jobs. Such an environment will automatically create employment security and unveil

innovativeness and potentials of employees. Furthermore, providing feedback, counselling and grievance handling avenues will reduce conflicts and tension.

5. Career Planning

The research findings show that management of 7up Bottling Company, Kaduna do not have so much interest in the career development of employees.

Career planning is made the sole responsibility of employees.

6. Performance Management

It was found out from the study that performance appraisal is largely a formality and a yearly affair and when it does happen, feedback is neither properly nor regularly given to employees. Performance management on the other hand was non-existent.

Research has shown the positive effect of 360 degree form of appraising in directly improving performance. This form of appraisal help employees to build their own self awareness of their strengths, weaknesses and development needs.

Finally, performance improvement is not only a result of well functioning system but also depends on effective human resource strategies that succeed in recruiting and maintaining a committed and motivated workforce (Al-Ahmadi, 2019). The research found that there is nothing like HR strategy let alone to talk of linking it with business strategy. It is imperative for rural banks to go beyond

the talk and paper work and get on executing these HR functions properly to bring the desired impact on organisational performance.

CHAPTER FIVE
SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Summary

This research revealed that 7up Bottling Company, Kaduna have neither a department dedicated to the practice of HRM nor HR experts to handle such functions as part of administrative responsibilities. Board directors and general managers are the only people who decides when it comes to decisions of HRM functions; from the recruitment of an employee to the dismissal or retirement of that employee. They only delegate the less crucial functions to the line managers who might not be HR experts themselves. Although 7up Bottling Company, Kaduna have HR polices that could stand the test of time, they are regarded as administrative documents only referred to when an employee needed to be sanctioned.

The study revealed that human resources management practices such as work motivation and compensation, ethics and values, work attitude, recruitment and selection process and learning, training and development does not have effects on job performance in a profit-oriented organizations.

The findings show that, some of the practices have led to lackadaisical act of human resource manager towards the performance of their job. Some of the human resource manager believed that once they have been motivated and compensated by executives or co-workers they do not need to work on their self-actualization and self-actualization is the key to sustainable growth and development.

5.2 Conclusion

This research has provided an overview and a discussion of HRM practices of 7up Bottling Company, Kaduna. It chiefly focused on perception of employees on HRM practices, policies and programmes and the impact of such HR practices on organisational performance. The purpose was to critically evaluate the perceptions of employees on HRM practices and establish the impact of properly managing human resources on organisational performance. Seven HR practices, policies and programmes were laid bare before managers and employees for critical scrutiny. This process produced results that indicated that 7up Bottling Company, Kaduna needed to pay much more attention to the proper management of their human resources in order to realise their full potential and create competitive advantage through them.

In a nutshell, this study has been conducted in 7up Bottling Company, Kaduna and concluded that the proper management of human resources has enormous impact on organisational performance. Management of the 7up Bottling Company, Kaduna should start to incorporate HRM thinking into business strategies and make the HR function “strategically proactive” Brockbank (2019). The effective management of the human resources of the 7up Bottling Company, Kaduna will create and sustain competitive advantage and improve organisational performance. It is imperative for the 7up Bottling Company,

Kaduna to ensure that investment in their human resources and HRM practices will attract and retain talented people.

5.3 Recommendations

Base on the result of findings, it is recommended for 7up Bottling Company, Kaduna to dedicate a department to the proper management of their human resources and employ the services of an HR expert to plan, implement and manage these HR functions.

- i. The researcher recommends that a career development plan that focuses on the employees' needs for growth and development are instituted. Organisations can provide the assistance that will give the employee the opportunity to grow his or her career.
- ii. it is recommended that employees are made aware of potential positions for promotions. Management must also base promotions on performance.
- iii. it is also recommended that people HR expertise with the help of line managers are made to carry out these activities so that people with the appropriate skills, attitudes and knowledge are hired. This will ensure professionalism and institutionalism in the activities of 7up Bottling Company, Kaduna.

- iv. To ensure that training needs identified is realistic and useful, the needs should be discussed with employees. „Wholesale“ training programmes do not yield the desired results. Also, budgets for training and development should be solely dedicated to such purposes.
- v. To reap the full benefits of training and development programmes, adequate monitoring and management of performances of employees should be instituted by management.
- vi. It is therefore recommended that rural banks adopt this form of appraising and encourage managers to give regular, constructive and descriptive feedback. Feedback should describe what employees are doing well, be clear about what they might improve or change and why. Performance appraisal simply, is all about individuals and their managers having regular, quality conversations.
- vii. it is recommended that focus is directed on the results that the rural banks are aiming to achieve and a recognition that the individual employees need to engage with those aims.

5.4 Limitation of the Study

This study is limited to 7up Bottling Company, Kaduna as such, the result of its findings could not be generalized to all other organizations.

Respondents' Responses: It was a very difficult task for the researcher in ensuring that sampled respondents provide, as candid as possible,

opinions that could enable him infer unbiased conclusion and make appropriate recommendations after the conduct of this research work.

Finance: Not left out in these constraints is the issue of getting adequate finance to effectively execute the study. This includes the cost of moving around in sourcing the necessary materials, typesetting and printing, repetitive meetings with the respondents, etc.

Timeframe: The period within which this study was undertaken and completed is very short, coupled with other academic activities like course work, lectures, and even examination all of which the researcher has to contend with to ensure success.

Despite all these identified limitations that constrained the researcher in the conduct of this study, the researcher was able to effectively utilize the little available resources such as time and money. and ensure that the purpose for which the research work was undertaken is accomplished.

REFERENCE

- Ahmad, O. and Schroeder, R. (2017) The Impact HRM Practices on Operational Performance: Recognizing Country and Industry Differences. *Journal of Operations Management*. 21:19-43.
- Al-Ahmadi. H, (2019) „*Factors Affecting Performance of Hospital Nurses in Riyadh Region, Saudi Arabia*“, *International Journal of Health Care Quality Assurance*, Vol. 22 No. 1, pp.40 – 54
- Apostolou, A (2018) “Employee Involvement” Dissemination of Innovation and Knowledge Management Techniques” *Technical University of Crete*. Pg 34-67
- Appelbaum, E., Bailey T., Berg P., and Kalleberg A. (2017) *Manufacturing Advantage. Why High Performance Work Systems Pay Off*. Itacha, Cornell University Press pg 45-47
- Armstrong, M. (2017) *Human Resource Management: A Case of the Emperor's New Clothes? Personnel Management*. Vol. 19, No 8, August.pp30-35
- Armstrong, M. (2016) *Human Resource Management Practice: A Guide To People Management*, Kogan Page Publishers., new York, pg 116-119
- Armstrong, M. (2019) *Armstrong’s Handbook of Human Resource Management Practice*, (11th Edition) Palgrave. United kingdom, pg 44
- Bakke, E W (2016) *Bonds of Organization: An appraisal of corporate human relations*, Archon, Hamden. Califonia, pg 55-77
- Banker, R.D., S.Y Lee and G Poitter. (2016) A Field Study of the Impact of A Performance-Based Incentive Plan. *Journal of Accounting and Economics* 21 (April): 195-226
- Barney J (2016) Firm Resources and Sustained Competitive Advantage. *Journal of Management*. 17(1):99-120.

- Batt, R. (2016) „Managing Customer Services: Human Resource Practices, Quit Rates and Sales Growth“ *Academy of Management Journal* 45: 3
- Beer, M., Spector, B., Lawrence, P.R., Quinn Mills, D. and Walton, R.E. (2016) *Human Resource Management*. New York: Free Press. Pg 78
- Bjookman, I., and Fey, C. F. (2015) The Effects of HRM Practices On MNC Subsidiary Performance In Russia, *SSE/EPI Working Paper Series in Business Administration*, N0. 6.
- Bob, N. (2018) Making employees suggestions Count. *Journal of Personnel Management* 17; 20 -41.
- Boohene R, Asuinura E (2018) The Effect of Human Resource Management Practices on Corporate Performance: A Study of Graphic Communications Group Limited. *Int. Bus. Res. J.* 4(1):266-272
- Boselie, P., Dietz, G. and Boon, C. (2015) Commonalities and contradictions in HRM and performance research. *Human Resource Management Journal* 15(3) 67–94
- Boselie, P., Hesselink, M., & Wiele, T.V (2016) “Empirical evidence for the relationship between customer satisfaction and business performance”. *Managing Service Quality*, 12 (3) 184-193
- Boxall, P., and Purcell J. (2018) *Strategy and Human Resource Management*. Basingstoke, Palgrave Macmillan. 44-87
- Boxall, P., and Purcell, J. (2016) *Strategy and Human Resource Management*, Basingstoke and New York: Palgrave Macmillan. 78-77
- Boxall, P., Purcell, J. and Wright, P. (2017) „Human Resource Management: scope, analysis and significance“ in Boxall, P., Purcell, J. and Wright, P. (eds.) *The Oxford Handbook of Human Resource Management*, Oxford: Oxford University Press. 89-90

- Boxall, P.F. (2018) Strategic Human Resource Management: Beginning of a new theoretical sophistication? *Human Resource Management Journal*, 2(3): 60–79.
- Bratton, J. & Gold. J. (2017) *Human Resource Management: Theory and Practice*. 4th ed, London: Palgrave, pg 89-106
- Buchanan, D. (2019) *The Development of Job Design Theories and Techniques*. New York: Praeger Publishers. Pg 89
- Buchanan, D., Huczynski, A., (2016) *Organizational Behaviour. An Introductory Text*. 5th Edition. Essex: Prentice Hall. Pg 117
- Byars, L. L. & Rue, L. W. (2018) *Human Resource Management: 6th (ed.)* Boston: McGraw Hill. Pg 125
- Caldwell, D.F, Chatman, J.A & O'Reilly, C.A (2018) *Building Organisational Commitment: A Multiform Study*, *Journal of Occupational Psychology*; 63, 245261
- Cappelli, P. and Neumark, D. (2019) “Do „High Performance“ Work Practices Improve Establishment-Level Outcomes?” *Industrial and Labor Relations Review* , v. 54, no. 4 , pp. 737-775.
- Chandler, G. N., and G. M. McEvoy, (2019), “Human Resource Management, TQM, and Firm Performance in Small and Medium-Size Enterprises”, *Entrepreneurship: Theory and Practice*, Vol.25, No.1,pp.43-58
- Cheng E. W. L.,& Ho D. C. K. (2017) *The influence of job and career attitudes on learning motivation and transfer. Career Development International*, 6, 20-27.

- Chien, M.H (2016) A Study To Improve Organisational Performance: A View From SHRM. Journal of American Academy of Business, Vol 4, 1/2; p289
- Cully, M., Woodland, S., O'Reilly, A and Dix, G. (2019) „Small Business Employment Relations“ in Workplace Employee Relations Survey, Routledge London. Pg 56
- Daft, R.L. (2015) Organisation Theory and Design. (7th ed.) South-Western College Publishing, Thompson Learning. U.S.A , 2016
- Dany, F., Guedri Z., and Hatt, F. (2018) “New Insights into the Link Between HRM Integration and Organizational Performance: The Moderating Role of Influence Distribution Between HRM 90-98
- Delery, J.E., and Doty, H.D. (2016) 'Modes of Theorizing in Strategic Human Resource Management: Tests of Universalistic, Contingency, and Configurational Performance predictions'. Academy of Management Journal. 39(4): 802-35.
- Dess, G. D., & Picken, J. C. (2019) Beyond Productivity: How Leading Companies Achieve Superior Performance By Leveraging Their Human Capital. New York: American Management Association, pg 16-74
- Dessler, G. (2018) Human Resource Management (11th Ed.) New Jersey: Prentice Hall. 90-92
- Drucker, J., White, G., Hegewisch, A., Mayne, L. (2016) 'Between hard and soft HRM: human resource management in the construction industry', Construction Management and Economics, 14, 405-416
- Dyer, L & Reeves, T. (2015) HR strategies and firm performance: what do we know and where do we need to go. International Journal of Human Resource Management 6:3 656-670

- Fey, C. F., Bjoekman, I., & Pavlovskaya, A. (2017) The effect of human resource management practices on firm performance in Russia. *International Journal of Human Resource Management*, 11(1): 1-18.
- Fey, C. F., Engstrom, P. & Bjoekman, I. (2019) *Effective HRM practices for foreign firms in Russia*. *Organizational Dynamics*, Autumn: 69-80.
- Fiorito, J., Bozeman, D.P., Young, A. & Meurs, J.A. (2017) Organizational commitment, human resource practices, and organizational characteristics. *Journal of Managerial Issues*, 19(2) 186-207.
- Fombrun, C.J., Tichy, N.M., and Devanna, M.A. (2017) *Strategic Human Resource Management*. New York: Wiley. Pg 66
- Garg.P., & Rastogi. R, (2016) „*New Model of Job Design: Motivating Employees“ Performance“*, *Journal of Management Development*, Vol 25 no 6, pp.572 - 587.
- Gnan, L., & Songini, L. (2017) „*The Professionalization of Family Firms: The Role of Agency Cost Control Mechanisms“* FBN Proceedings 2003, pp.141-172.
- Nayaab, H. H., Hamid M., Naseer F., Iqbal M. (2019) “The Impact of HRM practices on the Organizational performance: The study of banking sector in Okara, Punjab Pakistan”, *Interdisciplinary Journal of Contemporary Research in Business*, Vol. 3, NO. 3,pp. 661-672
- Nayab, N. & Richter, L. (2015) *The Difference Between Appraisal And Performance Management*. U.k 76
- Ngo Hang Yue, Lau Chung Ming and Foley Sharon (2018) “Strategic Human Resource Management, Firm Performance, and Employee relations climate in China”, *Human resource Management*, Vol.47,No.1,pp 73-90

- Opatha, H.H.D.N.P, (2017) *Performance Evaluation of Human Resource*, 1st Edition, pp. 2 - 12,170 - 183, Colombo, Sri Lanka: The Author publication.
- Pareek, U. & Rao, T.V. (2016) *Designing and Managing Human Resource System*, Oxford and IBH Publishing Co. Pvt. Ltd. 89-90
- Penrose, E. T. (2019) a. *The Theory of the Growth of the Firm*. Oxford University Press: Oxford 76-97
- Pfeffer, J.(2018) “The Human Equation : Building Profits by Putting People First”, Harvard Business School Press, Boston, MA. 89-90
- Pfeffer, J.(2018) “Competitive Advantage through People” ,Harvard Business School Press, Boston, MA 78-80
- Pool S., & Pool B. (2017) *A management development model. Journal of Management Development*, 26, 353-36
- Prasad, L.M (2016) *Human Resource Management*, Sultanchand& Sons: Educational Publishers , pg 12-17
- Redman, T. and Matthews, B. (2018) „Service quality and human resource management: a review and research agenda“, *Personnel Review*, 27(1) 57–77.
- Ricardo, R. & Wade, D. (2017) *Corporate Performance Management: How to Build a Better Organisation Through Measurement Driven Strategies Alignment*. Butterworth Heinemann, maham. pg66
- Som, A. (2018) 'Innovative human resource management and corporate performance in the context of economic liberalization in India', *The International Journal of Human Resource Management* 90-96

Youndt, M., Snell, S., Dean, J. and Lepak, D. (2016) Human Resource Management, Manufacturing Strategy, and Firm Performance. *Academy of Management Journal*,39: 836–866.

APPENDICES

This survey is meant to collect relevant information from selected staff to aid in the assessment of the impact of HRM practices on organisational performance. The information required is strictly for academic purpose and any information provided would be treated with the utmost confidentiality and shall be used only for the intended purpose. Your candid opinion is highly solicited. It will be much appreciated if you could spare some minutes to complete this questionnaire.

Thank you.

1. Gender: (a) Male (b) Female

2. Age (in years). Please tick (✓)

20 – 30 31 – 40 41 – 50 51 – 60 61 and above

3. Marital status: Single Married Divorced

4. Highest level of education. Please tick (✓)

Master's Degree First Degree HND SSCE/ WASSCE Others

(specify)

6. What type of organisation /industry are you in? Banking Others (specify):....

9. What type of employment contract do you have? Please tick (✓)

Permanent Full Time Part-time Contract Temporal

1 Strongly Disagree (SA)	2 Disagree (D)	3 Neutral (N)	4 Agree (A)	5 Strongly Agree (SA)
---	---------------------------------	--------------------------------	------------------------------	--

Using the scale above (1 – 5) please tick (√) the levels of agreement in each of the items below with regards to the HRM practices of your bank	SA	A	N	DA	SD
	1	2	3	4	5
1. Recruitment and Selection					
Advertisements are used by the bank to recruit					
In this organisation, the selection system selects those with the desired knowledge, skills and attitudes					
There is formal induction, orientation and familiarisation process designed to help new recruits understand the organisation					
I prefer this organisation fills a vacancy internally rather than externally					
Appointments in this organisation is based on merit					
2. Compensation (Pay) and rewards					
My salary is fair considering what other people are paid					
I am satisfied with the amount of pay and other benefits I receive					
In this organisation, pay of employees is directly linked to performance.					
This organisation's salary and other benefits are comparable to that of similar organisations					
Good job is noticed and rewarded					
I appreciate rewards and recognition no matter how small in this organisation					
3. Training and Development					
Extensive training programmes are provided for employees in all aspects.					
I have training opportunities to learn and grow.					
I am selected for training programmes that suit my job needs most					
Training needs are identified through a formal performance appraisal mechanism					
Training programmes have improved my decision making and problem solving skills					

My communication and working relationships with co-workers have improved due to training programmes					
I feel better equipped to tackle unexpected events with skill and confidence.					
4. Employment Security					
It is very difficult to dismiss an employee					
Everyone is treated with respect at work, regardless of who they are					
My employment is completely secured with this organisation					
If the organisation were facing economic problems, employees would be the last to get downsized					
There is a formal, fair and reasonable process for handling grievances and complaints					
5. Performance Appraisal					
Performance appraisal is fair in this organisation					
There is a formal and written performance appraisal system					
I am informed of how my performance evaluation is done					
Performance of employees is measured on the basis of objective quantifiable results					
The objectives of the appraisal system are clear to employees					
Appraisal system has a strong impact on individual and team performance					
Appraisal system helps me to grow and develop my career					
Employees are provided with performance based feedback and counselling					
I feel performance appraisal is just a formality in this organisation					
6. Employee Participation (Voice)					
Employees are allowed to make many decisions					
Employees are often asked by their supervisors to participate in operations related decision					

Employees are encouraged to suggest improvements in the way tasks and jobs are done					
---	--	--	--	--	--

Employees' contributions are regarded as important and taken in good faith					
Supervisors keep open communication with employees in the organisation					
7. Career Planning					
Employees have a clear career path					
Employee's career aspirations within the organisation are discussed with immediate supervisor					
Employees have more than one potential position for promotion					
Individual and organisational growth needs are matched in this organisation					
Every employee is aware of career path in the organisation					
Using the same scale as above (1 – 5) please tick (✓) the levels of agreement in each of the items below with regards to the Motivation and commitment	SA	A	N	DA	SD
	1	2	3	4	5
8. Motivation / Job Satisfaction					
When things go well with your job, your contribution is often recognised					
I am satisfied with the freedom to take initiatives with how my job is done					
My job comes with independent thought and action					
I am satisfied with the pay i receive for my job					
I am satisfied with the employment security the organisation offers me					
The employment security offered by the organisation allows me to be innovative and initiative with job related issues					
I am motivated to work harder					
9. Organisational Commitment					
I am willing to put in a great deal of effort in order to help this organisation be successful					

I feel very little loyalty towards this organisation					
This organisation inspires the very best in me in terms of my job					
I would accept almost any type of job assignment in order to keep working for this organisation					
There is much to be gained from sticking with this organisation indefinitely					
It will take very little change in my present circumstances to cause me to leave this organisation					

Using the same scale as above (1 – 5) please tick (√) the levels of agreement in each of the items below with regards to Labour Productivity	SA	A	N	DA	SD
	1	2	3	4	5
My relationship with my supervisor is a harmonious one					
My relationships with members of my work group are cordial as well as professional					
The goals of this organization are clearly known to me.					
I understand the purpose of this organization					
I have enough input in deciding my work-unit goals					
I am personally in agreement with the stated goals of my work units.					
The priorities of this organization were understood by its employees					
Other work units are helpful to my work unit whenever assistance is requested.					
I have the information that I need to do a good job.					

Thank you for participating