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ASSESSMENT OF HUMAN RESOURCE MANAGEMENT AND WORKERS PRODUCTIVITY IN NIGERIA: A THEORETICAL PERSPECTIVE

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Abstract

This study examined assessment of human resource management and workers productivity in developing countries. The researchers reviewed three theories and adopted human capital theory as the framework of analysis. The study used descriptive method; hence only secondary data (through published works) were sourced and used. The data collected were discussed qualitatively. It was discovered that there is significant relationship between human resource planning and productivity in developing countries, there is significant relationship between effective human resources recruitment/selection and productivity in developing countries, there is significant impact of human resources training/development on productivity in developing countries and adequate compensation plans enhances productivity in developing countries. Based on the findings, the study recommends that there is need for effective human resource planning and in developing countries, so as to improve productivity. More so, the human resources recruitment/selection in public and private sector organization should be free of corruption; hence the need to employ qualified manpower to deliver functions. The study also concludes that the country will now understand the value of effective citizens/employee motivation through salary increase, good allowances, and other incentive.

Key Words: Human Resource Management, Workers Productivity, Planning, Recruitment/ Selection, Training/Development and Adequate Compensation Plans.

Introduction

In every country (developed and developing), the accomplishment of the development goal in the country at large or within organizations in the country depends on the availability of resources in the right kind, quantity and mix. It also

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ultimately depends on the proper utilization of these resources. The must significance among all resources is the human resources (Ihemereze and Ubah, 2022). This is because the human resources control the non human resources like capital, technology, information etc. The human resources which comprise of employees (skilled and unskilled workers in public and private sectors in the country) can be said to be the greatest, most important, crucial and critical asset of the country and organizations therein. This means that, the productivity of the developing countries, survival/effectiveness of their organizational depends on the human resource. This is why Akpanabia (2018) states that successful management of human resource in developing countries (such as Nigeria) is one of the keys to the effective operation of organizations therein.

Managers, in both private and public sectors (banks, universities, small retail stores, hospitals, manufacturing firms and government agencies), must tap all the talents of their human resources if they are to be successful, and if the system is to accomplish its vision/mission objectives. As Schermerborn (2018) puts it without proper human resources, even the best designed country or organization that is guided by well-made plans, with necessary equipment, cannot achieve high productivity. This is so because it is the people who supply the country/organizations with their human work, and they use their talent to creatively combine and utilize other non-human resources. The scope of human resources management which adds values to productivity are numerous. But study is focusing on human resource planning, recruitment/selection, training/development, and compensation.

Effective human resources planning make developing countries to forecast the future human resource needs and take decision and how to get and improve its human factors at work (Faheem, 2013). Recruitment and selection process encourages the leadership of the country/ organizations to employ only qualified and skilled human factors who can help to achieve productivity. Training and development is the activities designed to impact knowledge, skills and expertise into the human factor at work to achieve positive results (Itami and Nishino, 2010). Compensation is used to achieve motivations and job satisfaction as its only motivated employee can perform their functions well. Based on that, this study focused on assessment of human resource management and workers productivity in developing countries.

Statement of the Problem

Since effective human resource management is the engine to productivity in any system, it becomes clear that the developing countries - like Nigeria - have not been able to manage their human resource very well and that is the reason for low level of development and lack of improved productivity. Some countries in developing economics do not effectively engage in human resource planning, which is the major reason for poor utilization of the human capital in the system. The government of such countries and organizations therein in most cases do not employee qualified, skilled, and experience

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manpower as the recruitment/ selection processes in most cases are not based on merit system. Not only that, the Nigeria (and other developing countries) governments have been accused of theoretical and not practical oriented education. Some staff in Nigeria organization are not well trained and equipped so as to perform their duty effectively; as Nigeria organizations hardly organize seminars and workshops for the staff as expected. And this is the reason the country has been a consuming, not producing, economy. Effective compensation plans has not also been implemented as it ought to be. Where the minimum wage cannot actual be enough for workers to provide their basic needs call for concern. This is one of the reasons for industrial actions in-backed by workers in their different unions, especially, academic staff union of universities (ASUU) in recent time. It's a fact that the conditions of service as they concern salaries and other incentives for workers in Nigeria organization most times are not attractive to compare to people in other countries. Based on the above, this study focused on assessment of human resource management and workers productivity in developing countries.

Objectives of the Study

The general objective of this study is to examine assessment of human resource management and workers productivity in developing countries. The specific objectives are:

1. To identify the relationship between human resource planning and productivity in developing countries.
2. To find out the relationship between effective human resources recruitment/selection and productivity in developing countries.
3. To examine the impacts of human resources training/development on productivity in developing countries.
4. To determine the extent adequate compensation plans enhances productivity in developing countries.

Research Questions

Based on our statement and objective of the study, the following research questions were formulated and used.

1. What is the relationship between human resource planning and productivity in developing countries?
2. What is the relationship between effective human resources recruitment/selection and productivity in developing countries?
3. What are the impacts of human resources training/development on productivity in developing countries?
4. To what extent does adequate compensation plans enhance productivity in developing countries?

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Research Hypotheses

Based on our objective and research questions, the following hypotheses guided the study.

H_{01}: There is no significant relationship between human resource planning and productivity in developing countries.

H_{02}: There is no significant relationship between effective human resources recruitment/ selection and productivity in developing countries.

H_{03}: There is no significant impact of human resources training/ development on productivity in developing countries.

H_{04}: Adequate compensation plans does not enhance productivity in developing countries.

Conceptual Review

Human Resource Management

The British Institute of Personnel Management (in Braine, 2018:1) presents the most comprehensive definition of human resources management as the responsibility of all those who manage as well as the description of the work of those who are employed as specialists. It is that area of management which is concerned with the people at work and their relationships within an enterprise. It applies not only to industry and commerce but also to all fields of management. According to Agulanna and Awujo (2011), human resources management is concerned with matching human resources to the operational and strategic needs of organizations. The comments of Davenport (2019:55) give credence or impetus to effective human resources management in an organization:

> *…People posses innate abilities, behavior's and personal energy and these elements make up the human capital they bring to work and it is they, not their employers, who own this capital and decide when, how and where they will contribute it. In other words, they can make choices. Work is a two-way exchange of value, not a one-way exploitation of an asset by its owner. One interesting thing in the comment of Davenport is that workers can make choices as to when, how and where to deploy their physical and mental energies. This, therefore, brings motivation of employees into play. The human resources manager should know the appropriate motivational tools to use to get the workers to put in their best.*

Armstrong (1996) defines human resource management as obtaining, organizing and motivating the human resources by the enterprise with development which will promote effective effort, co-operation and with helping the enterprise to meet its legal obligations and its social responsibilities of work and quality of life provided for them. Stahl (1995)

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defines human resource management as totality of concern with the human resources of organization. Baron (1981) definition entails the activities of recruitment and employment, manpower planning, employee training and management development in the organization. Torrington et al (2008) defined human resource management as the process of administering the contract of employment relationship, but within that framework also is the administration of a psychological contract for performance. However, Mondy and Premeaux (2013:258) define HRM as "the wide range of organizational activities involved in staffing, training, development, compensation, health and safety, employee and labour relations and human resource research". On the other hand, Flippo (2015) defines HRM as "the planning, organizing, directing and controlling of the procurement, development, compensation, integration and maintenance of people for the purpose of contributing to organizational goals".

Productivity

For Mann (2019), productivity is the ratio of what is produced to what is required to produce it. It measures the relationship between output and inputs. Also, productivity means how much and how well we produce from the resources used (Gronroos & Ojasalo, 2014; Calabrese, 2012). Productivity is commonly defined as a ratio between the output volume and the volume inputs. In other words, it measures how efficiently production inputs, such as labor and capital, are being used in an economy to produce a given level of output. Productivity is considered a key source of economic growth and competitiveness and, as such, is basic statistical information for many international comparisons and country performance assessments. For example, productivity data are used to investigate the impact of product and labor market regulations on economic performance. Productivity growth constitutes an important element for modeling the productive capacity utilization, which in turn allows one to gauge the position of economies in the business cycle and to forecast economic growth.

In addition, production capacity is used to assess demand and inflationary pressures. According to Broman (2014), one of the major concerns of manufacturing companies is improving workers productivity. It therefore implies the level or degree of output (sales, earnings, and market share) achieved from a defined input (material/equipment costs, labor hours or production costs) and it was proven that employee's knowledge, skills, abilities, attitude, motivation and behaviors affects productivity. Prokopenko (2006) defined productivity as the relationship between the output generated by a production or service system and the input provided to create this output. Kane (2015) defined the productivity as that which people can produce with the least effort. Because of its central importance to competitiveness and world prosperity, the topic of productivity has been a matter of interest since the beginning of industrialization. Productivity is perhaps one of the most important and influential basic variables governing economic production activities (Singh, Motwani, & Kumar, 2010; Tangen, 2015).

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While high productivity can be a significant source of competitive advantage for companies (Grossman, 2013), it also contributes to the general well - being of a society. Due to the size of the manufacturing industry, productivity trends in this industry have notable effects on national productivity and on the economy as a whole (Allmon et al., 2010). Productivity is deemed to improve after monitoring, assessment and review is done by either those in the top management and or supervisors. Productivity is about the effective and efficient use of all resources (Smithikrai, 2017). Resources include time, people, knowledge, information, finance, equipment space, energy, materials. Productivity is the ratio of output to input. It is a measure of how efficiently and effectively a business or an economy uses inputs such as labor and capital to produce outputs such as goods and services. An increase in productivity means that more goods and services are produced with the same amount of labor and capital. It is not about cutting costs but "doing things right" and "doing the right things" to achieve maximum efficiency and value.

The Human Resources Activities for Enhance Productivity in Developing Countries

We shall adopt the approach of Armstrong (2013) for easier comprehension and appreciation.

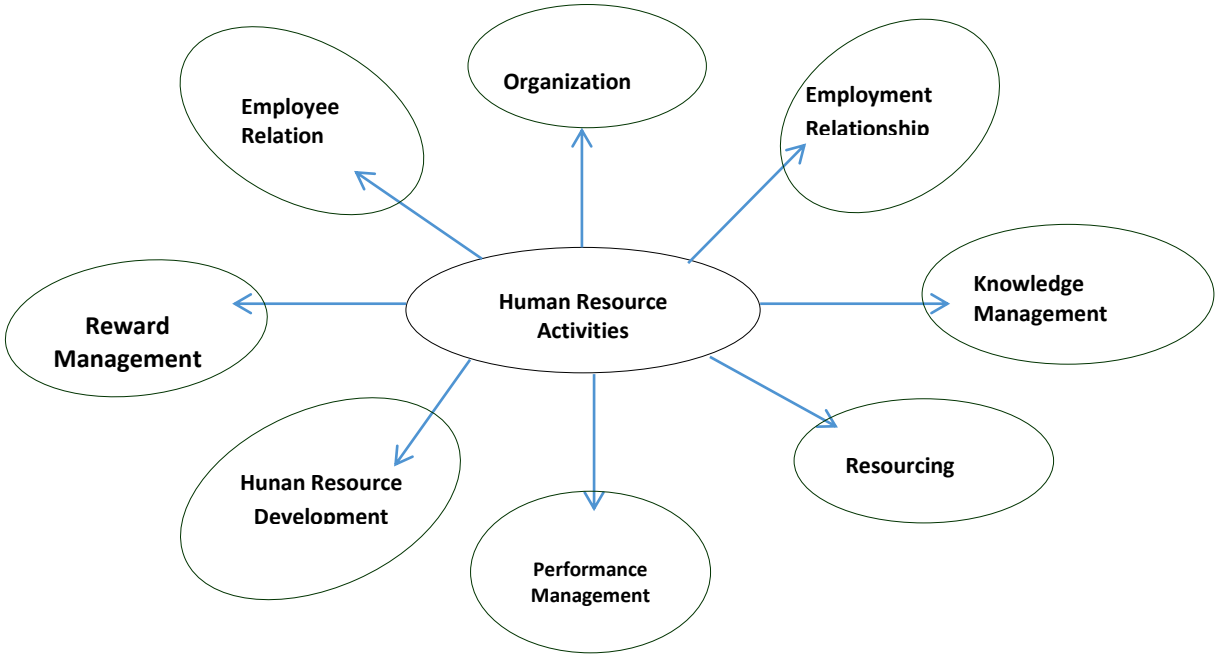

Fig 2.2: Human Resources Activities

Source: Agulanna and Awujo, 2011

1. **Organization**

- **Organization design:** in a country, this is to develop an organization which caters for all activities required, groups them to encourage integration and cooperation,

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operates flexibly in response to change and provides for effective communication and decision-making (Agu, 2015).

- **Job and role decision:** This is deciding on the content and accountabilities of jobs or roles to maximize intrinsic motivation and job satisfaction.
- **Employment relationship:** This involves improving the quality of the employment relationship by creating a climate of trust, and developing a more positive psychological contract (Daniels, 2013).
- **Knowledge management:** This develops processes for capturing and sharing knowledge to enhance organizational learning and performance,

2. **Resourcing**

- **Human resource planning:** This assesses future people requirements in terms of numbers and levels of skill and competence, and formulates and implements plans to meet those requirements.
- **Recruitment and selection:** This is obtaining the number, and type of people the organization needs (Egwu, 2015).

  It should be noted that resourcing policies address two questions. (i) What kind of people do we need to survive and in foreseeable future? (ii) What do we do to attract develop and keep them?

3. **Performance management**

   This is getting better results from the organization, teams and individuals by measuring and managing performance within agreed frameworks of objectives and competence requirements; assessing and improving performance; identifying and satisfying learning and development needs (Fleenor, 2011).

4. **Human resource development**

- **Organizational and individual learning:** This is systematically developing organizational and individual learning processes; providing employees with learning opportunities to develop their capabilities, realize their potential and enhance employability.
- **Management development:** This is to provide learning and development opportunities which will increase the capacity of managers to make significant contributions towards achieving organizational goals (Karthick, 2012).
- **Career management:** This involves planning and developing the careers of people with potential.

5. **Reward management**

- **Pay systems:** This is the development of pay structures and systems which are equitable, fair and transparent.
- **Contingent pay:** This relates financial rewards to results, competence, contribution, skill and effort.

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- **Non-financial rewards:** This provides employees with nonfinancial rewards such as recognition, increased Responsibility, and the opportunity to achieve and grow.

6. **Employee relations**

- **Industrial relations:** managing and maintaining informal relationships with trade unions and their members (Leard, 2010).
- **Employee involvement and participation:** This is to give employees a voice, sharing information with them and consulting them on matters of mutual interest.
- **Communication:** Creating and transmitting information of interest to employees.

The Role of Human Resources Manager in Enhancing Productivity of Organizations in Developing Countries

Human resources managers play multiple and crucial roles within countries and organizations to stabilize them and achieve positive development goals while projecting a positive public image of the country/organization. Nwachukwu (2010) and Armstrong (2013) adopt the following model.

- **The strategic role:** In their Strategist Role, HR managers look at the crucial Long term factors involved in the management and development of human resources, guided by the business plan organization. They ensure that top management takes into the human resource implications of the business plans. In short, HR strategists persuade top managers that they must devil: that make the best use of the core competences organization's human resources. They emphasize that people a strategic resource for the achievement of competitive advantage (Armstrong, 2013:92).
- **The interventionist role:** The HR Manager can always intervene whenever: there is organizational problem. He diagnoses the cause of the problem and proffers solutions. For example, the HR Manage: could observe problems with respect to performance, productively competence, motivation and commitment to organizational He has to intervene with proposals to resolve the prob1ems. Similarly, other problems such as low morale, high incidence of grievances or unfair dismissal of worker management are tackled. After the diagnosis of the causes of these problems, the HR Manager could make recommendation in the areas of selection; training, adequate compensation improved industrial relations.
- **The innovation role:** The HR Manager can be an innovator by introducing new methods, processes or procedures geared towards enhancing organizational effectiveness and efficiency. He could engage in "benchmarking" to discover the "best practice" adopted by other organizations which could be modified to suit the HR Manager's organization.

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- **Internal consulting role:** HR Managers are internal consultants within organizations. Just as external consultants, they work colleagues who in this case, are their clients to analyses problems. Diagnose problems and advance remedies.
- **The mentoring role:** HR Manages act as monitors to ensure that human resources policies and procedures are correctly implemented in such areas as selection, training, performance evaluation, compensation, safety and health, grievances as well as retirement. They are not to police what other line managers do but they must see to it that policies and procedures are not violated.
- **The reactive/proactive role:** Generally, HR Managers play reactive roles. They respond to various organizational problems or to requests for services and advice. "But at a more strategic level, HR specialists take on a proactive role. They act as business partners, 1evelop integrated HR strategies, intervene, innovate, act as internal consultants and volunteer guidance on matters concerning upholding core values and ethical principles" (Armstrong, 2013:96).
- **Business partner role:** HR Managers and other line managers' work together to ensure the success and survival of their organizations. In this case they are cooperating as business partners. HR managers operate in such a manner that their own activities hook on other business activities to achieve business objectives.
- **Facilitating role:** HR Managers act as catalysts or facilitators of the activities of other line managers to achieve organizational goals. For example, if further training of employees is required to improve their competence on the job, HR managers initiate the training. Also if better compensation is needed to boost the sagging morale of workers, the HR manager liaises with top management in getting it done so that the workers could put in their best.
- **Mediating role:** Whenever conflicts arise between labor and management. The HR Manager acts as a mediator to reconcile the differences organizational peace. The HR manager is also involved in setting disputes between groups and /individuals or within the organization.
- **Company spokesman/public relations officer:** In many social functions involving employees such as weddings, burials) birthday ceremonies, traditional title taking, the HR manager may represent his organization. Ii this case, the public sees the organization through him. In this role, he is the company spokesman and public relations officer.
- **Service role:** Generally, the I-JR manager renders services to other departments who consult him on vital labour issues such as labour laws, government policies, salaries and wages within the industry. He is also consulted on matters relating to strikes and collective bargaining. Similarly, in times of economic depression, what to do in terms of employee morale, layoff, retirements, evaluation of options

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open to management, becomes the responsibility of the HR manager" (Nwackuwu, 2010:8).

- **Change agent role:** This role of the HR manager is related to his role as an innovator. However, as a change agent, he is qualified to initiate organizational changes or at least be involved in the team that is introducing changes. This is because he knows the human resources implication of changes. He also knows what to do in the event of resistance to the changes.
- **Auditing role:** The auditing role of the HR manager bears resemblance to the monitoring role mentioned above. However in this role, he makes sure that the proper use of human resources is done to achieve optimal results and avoid worker exploitation.
- **Social conscience role:** In this case, the HR manager is said to act as a humanitarian that reminds management of its duties, obligations and responsibilities towards employees. "He calls the attention of management to new trends in the administration of wages and fringe benefits" (Nwachukwu, 2010:7).

Having taken a "tour" of the various roles of the HR manager, his strategic importance in every human organization becomes too glaring. His efforts complement those of other line managers in the pursuit of organizational goals. In conclusion, Sikula (2017:61,) observed that "the personnel managers might be identified as a recruiter, record keeper, friend, social agent, recreation director, cafeteria manager or poet laucreat".

Basic Human Resource Strategies Aimed at Improving Productivity

Leadership of countries must put in place processes that ensure the continued availability of human resource' to fill the needs of the public and private sector organizations. Such strategy identified by scholars includes:

- ✓ **Fair hiring and justified termination:** Hiring and termination decision must be made without regard to ethnicity, race, gender, sexual preference or religious beliefs (McNamara, 2010). Human Resources department must take precaution to eliminate any bias from the hiring and firing process by making such action adhere to strict business criteria.
- ✓ **Working conditions:** Human resource must work to maintain safety standards and clean working conditions for employees based on occupational safety and health administration requirements.
- ✓ **Honoring benefit provisions**: Some companies have reneged on promises they made regarding pension programs. Human resource had an ethnical responsibility to make sure that any benefit offered to employees is actually paid as intended. This means monitoring company-managed benefits as well as insurance

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companies to make sure there is no financial problem that would shortchange employees (Ihemereze and Ubah, 2022).

- ✓ **Opportunity for new skills:** If your human resource department chooses who gets training, it can run into ethical issues. Because training is an opportunity for advancement and expanded opportunities, employees who are left out of training may argue that they are not being given equal opportunities in the workplace. Human resource must make certain to clarify the business reason behind its training decision so employees understand why specific individuals receive training when others do not (McGraw-Hill, 2014).

Empirical Review

Akpanabia (2014) carried out a research on the theories of management and their application for effective human resources management on Nigeria organizations, using Starline Nigeria Ltd, Aba, Abia State. The study employed survey method and primary data were collected through interview system. He revealed that effective HRM is the solution for improved productivity and effectiveness of organizations.

Nwokocha (2020) focused on effects of performance appraisal on human resources management in Nigeria using Imo State ministry of Works (2008 – 2017) as the focal point. In this direction, the researcher formulated three research objectives, three questions and three research hypotheses for the study. Maslow hierarchy of needs theory, Herzberg's two factors theory and McClelland's need theory were used. The researcher employed descriptive survey research design and questionnaire served as the instrument of data collection. The data collected were presented in tables and analyzed using simple percentage and the hypotheses were tested using chi-square. The findings revealed that performance appraisal have positive impact on staff equipment, training/development and employee salary in the ministry. Based on the findings, it was recommended that there should be regular salary increase, employee training and development and corrupt free recruitment process as human resources management strategy so as to enhance high productivity.

Nwana (2021) examined relationship between human resources management and wage increase on employees' productivity using Imo State Ministry of Education as the focal point. Survey research design was used and questionnaire was used to collect data. The data collected were analyzed using simple percentage and chi-square. It was discovered that there is significant impact of performance appraisal on wage increase on employee productivity. Based on the findings, it was recommended that the state government should minimize their unnecessary spending and therefore implement the minimum wage. Also, there is need for the implementation of true federalism in Nigeria, so that state governments will pay minimum wage according to their earnings, environment and available resources.

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Olushegu (2022) examined the impact of human resources management on corporate planning and corporate performance using Zenith Bank. Survey research design was used and questionnaire served as the instrument for data collection. The data collected were presented in tables and analyzed using simple percentage and chi-square. The findings revealed that human resources management enhances corporate planning and has significant effect on corporate efficiency. Based on the findings, it was recommended that organizations should engage on strategic planning to improve efficiency; managers should embark on training to know how to formulate strategies for the organization; and organizations like the banking industry should always strategically plan so as to enhance human resources management in their system. This should be done by way of effective forecasting in the organization.

Musa (2019) examined the impact of human resources management on organizational productivity in Nigeria organizations using Seven Up Company as the focal point. The study was carried out based on the need to determine the effect of employee appraisal on employee commitment to duty, employee retention, organizational expansion and the level of organizational profitability. In line with the above, three research objective, three research questions and three hypotheses were formulated and used. The researcher employed survey research design and questionnaire served as the instrument of data collection. The data collected were analyzed using simple percentage and hypotheses were tested using Spearman's Ranking Coefficient Correlation. Based on the data analysis, the result revealed that there is significant relationship between human resources management and employee efficiency, there is significant relationship between human resources management and quality of output, and there is significant relationship between human resources management and quantity of output. Based on the findings, it was recommended that there should be regular appraisal of employees in the organization to enable them identify the area of deficiencies, weakness, prospects and understand the need to put more effort. Also, recruitment of new employees in the organization should base on the appraisal of existing employees and organizational needs.

Gap in Literature

Many studies have been done on related areas of this work. However, the exact subject matter has not been covered. The gaps are:

1. **Gap on the subject matter:** Most of the past studies covered human resources management with other dependent variable, and did not use productivity in developing countries. Others cover productivity with other independent variables, without using human resources management etc.
2. **Gap on the geographical scope:** The research also identified gap in the area of study or geographical differences. On that, most of the studies did not cover human resources management in developing countries, but they used specific

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organizations. Some of the studies were even done outside Nigeria environment, and did not use Nigerian organizations.

3. **Gap on the variables in the objectives:** There also exists certain gap on the indices of human resources management, and productivity as used in this work. The indices used in this work include human resource planning, effective human resources recruitment/selection, human resources training/development, adequate compensation plans and productivity.

Based on the foregoing, it's a fact that little or nothing has been covered on assessment of human resource management and workers productivity in developing countries. For that, research gap exist and there is need for this study.

Theoretical Perspective

Since this work is on theoretical perspective, there is need to use some theories to explain the subject matter. They include human capital theory, administrative management theory and human relations theory.

Human Capital Theory

According to Njoku (2017), the human capital theory was developed by A.W. Lewis in 1930s in his book Economic Development with limited supply of labour. Similarly human capital theory was popularized by Gary Becker and Jacob Minear in 1960. According to the theorists human capital refers to the stock of knowledge, habits, social and personality attributes, including creativity, embodied in the ability to perform a task so as to produce economic value. Thus, human capital theory is a theory that focuses on human factor in an organization or the workforce of the organization as an asset and not liability. Assets as a factor of production or fixed assets of the organization whose current value can be improved for future value through training, human capital development and capacity building in order to increase productivity of goods and services delivery.

This theory was used because human capital theory brings to limelight the need for investment in humans in a country. In this case, there is need for Government of Nigeria to pay great attention in developing their citizens, or employees through training, skill development and motivation. Government must place maximum premium on human capital or employee development if they must achieve high level of productivity. This theory was used because performance citizens' in development activities depends on how they are empowered in the system. For that, the human capital theory is suitable for the study since it focus on human capital empowerment, employment of appropriate manpower, training of workforce, education and staff motivation. The theory focused on how to effectively utilize the manpower for the achievement of the country's/organizational goals. The benefits of human capital development by Government include that:

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1. Human capital is usually measured by the ability to perform a task which results in economic value.
2. Investment in an individual or on a workforce to make their talent or skill more marketable and increase their value and performance will include education, job training and other development techniques.
3. The acquired knowledge through training and education will generate an increase in salaries and wages.
4. Each type of human capital is important and the combination of all types makes up the total human capital.
5. Human capital may be stored but not fully utilized at all times; therefore making it difficult to observe and study consistently.

Administrative Management Theory

Effective administrative approach is what is required to enhance the development of developing countries, through empowerment and utilization of human resource. According Onah (2019), a foremost contributor to this school was Henri Fayol, a French factory engineer who was brought into limelight by his fourteen principles of administration. Fayol's Fourteen Principles of Management.

1. **Division of work:** Much like scientific management, division of work leads to specialization and this in turn enthrones efficiency, leading to improved skills. With division of work or departmentalization, tasks are directly linked to objectives set.
2. **Authority and responsibility:** Managers have the right to give orders and power to exert obedience. It is also his responsibility to ensure that the objective for which the task was performed is achieved
3. **Discipline:** The primary reason for discipline is to ensure compliance, if an organization must thrive, those inside it must be obedient to the rules, methods, and procedures which govern the organization (Onah, 2019).
4. **Unity of command:** By unity of command, a subordinate should receive instruction and answerable to only one boss or superior, not two.
5. **Unity of direction:** The various departments of the organization must work as a harmonious whole in achieving or pursuing the goals of the organization.
6. **Subordination of individual interest to general interest:** Individuals in the organization must not allow their personal desires or selfish interests to becloud the organizations' goals and objectives (Onah, 2019).
7. **Remuneration of personnel:** The organization should ensure that its workforce is properly motivated and rewarded.
8. **Centralization:** decision making is concentrated ate the upper echelons of organization. The degree to which centralization or decentralization should be adopted depends on the specific organization in which the men are working.

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9. **Scalar chain:** This refers to line of authority. Authority should follow a chain or sequence, flowing from top to bottom.
10. **Order:** this means that employees should know where to be at the right time and resources should be placed and used at the right time and in the right combination.
11. **Equity:** Organizations should treat their work force with justice and fairness. Employees simply deserve a fair deal from management.
12. **Stability of tenure of personnel:** There should be reasonable stability in the tenure of employees. Hiring and firing employees at the flimsiest excuses should be avoided.
13. **Initiative:** it is often said that nobody has the monopoly of knowledge. As a result, subordinates should be given some latitude to take initiatives (Onah, 2019).
14. **Esprit de corps:** Management should promote harmony among personnel. The organization should imbibe the spirit of cooperation. They must see themselves as integral part that must unite to make the whole.

This theory was used because the achievement of effective management and realizing development goals of the country and their organizations depends on the extent to which the leaders (government and its institutions) management the system. The principles as stated above are directed to the government, leaders or managers. The underlying assumption is that good or enlightened management/leadership should be able to motivate citizens/workers to perform according to guidelines and expectations. If citizens/workers fail to produce, the fault lies with leaders/managers. The fourteen principles are designated to make managers/leaders more aware of their responsibilities and better at executing them.

Human Relations Theory

According to Ezeh (2016), Elton Mayo (1880-1949) is the most widely acclaimed founder of this theory. A Harvard university industrial psychologist, fondly called the father of human relations school. As a professor at Harvard University, Mayo was interested in the effect of rest pauses on fatigue, accidents and labour turnover. After a successful experiment at Philadelphia spinning mill in which introducing rest pauses apparently lowered turnover. Mayo conducted a series of investigation, called the Harvard experiments designed to study the effects of illumination on the workers. Contrary to initial experiments, there was no significant difference in output between the groups that had varied lighting and the group whose lighting was kept constant.

One finding was that production increased regardless of whether rest pauses, shorter work hours or group scheme plans were introduced. It became clear to Mayo and his colleagues that the continually increasing production was as a result of changes in experimental condition per Se. a subsequent explanation was that the workers in the

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experiment felt a tremendous increase in work satisfaction because they were able to communicate openly with one another and because they were being treated as a special group by management and researchers. Eboh (2018) stated that in contrast to Taylor's theories, bureaucratic management theory and administrative management theory, which all highlighted the importance of top management, the human relations schools concentrated on the workers.

Problems in management-worker relations were considered to be primarily a result of worker's values and social norms and not of the complexities of the situation. Management interest is cost reduction efficiency would only aggravate a potential conflicting situation. Another area of contrast between the human relations and the earlier theories is the emphasis on the informal group as opposed to the formal elements of structures. Scientific management, bureaucratic management and administrative management theories were based on the idea of the worker as reactive, easily manipulated and motivated primarily by monetary rewards. The workers of the human relations movement was proactive, resourceful and motivated by favorable social relationships.

Methodology

In this work, the researcher adopted descriptive research design. The data employed for the study were gathered from secondary sources. The study utilized both content analysis and trend analytical techniques for the analysis of data. As such the information employed for analysis were carefully extracted from logical claims of evidence presented in journal papers, conference papers, periodic papers, edited books, documentary materials etc.

Discussion of Research Questions

Research question one: What is the relationship between human resource planning and productivity in developing countries?

For a country to achieve its development goals, grow its public and private sectors and achieve its mission/vision statements, is has to constantly plan and review its manpower. This is as a result of the fact that the ability of a country or its organizations to achieve its goals does not just happen. According to Chukwu (2016), the advanced nations of the world have continue to plan their human resource need and such has made them to be on top politically, socially, and economically. It is obstinate and therefore need to be planned. A country or organization does not just have the right kind and quantity of human resources it requires in order to attain its goals. It must plan for its personnel needs by determining the number and kinds of people it requires to accomplish its overall objectives.

In the view of Vetter (1967) cited in Onah (2019), human resource planning succinctly is the process by which management determines how the organization should move from its current manpower position to its desired position. Through planning,

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leaders/management strives to have the right number at the right places at the right time, doing things, which are right in the organization and the individual receiving maximum long run benefits. To him, it is a process by which countries determines how the system should move from its current (human resources) position to the desired (human resource) positions. According to Derek, Laura and Stephen (2018), human resource planning is an information regarding decision making process designed to ensure that enough competent people with appropriate shills are available to perform jobs where and when they will be needed. Therefore we can define Human Resource planning as the strategy for the procurement, utilization, development and preservation of an organizational human resources (or staff), so that the right man will be at the right job at the right time for organizational growth and development.

There are existing functions and future functions of the government which will add values to citizens. The future functions may be taken by the government in the years to come. The performance of these present and future functions of the government and the personnel to perform these functions are to be estimated in the planning (Sikula, 2017). This requires that the organizational structure should be estimated. An answer should he provided to these questions: how many positions in the higher, middle and lower management are available and vacant? What type of people are needed to perform the functions in the light of the goals and objectives of the enterprise? The number of persons to be required is influenced by the following factors: (i) Government Policy, (ii) Management Philosophy, (iii) Allocation of resources, (iv) Mode of production and other environmental factors such as business forecast, inflation, costs and prices, etc. in government.

Sound manpower Planning enhance productivity in a developing country and organizations because:

i. **Is a complete process.** It is not an individual or haphazard activity. Every aspect of personnel management is covered under it from recruitment to retirement (Ikeh, 2022). The means that an organization must continue to review its human resources needs so as to keep abreast with current realities in the competitive global business world.
ii. It links the present manpower requirement with the future requirement, so that the organization will continue to grow and expend.
iii. **It is a perspective plan:** Manpower planning is a long range planning for development of personnel, and it is undertaken by the personnel department on behalf of management. This is to make sure that the right persons are in the right sections/departments in the organization (Nwana, 2021).
iv. It depends on country's or organizational requirements such as financial position of the organization; expansion of programmes i.e. whether the organization wants to expand its activities or not; needs and requirements of the organization

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(both of workers and management); foresightedness of the organizational leadership. The organizational needs will therefore determine the planning.

v. One hundred percent accuracy is not ensured in manpower planning (Musa, 2019). There is no exactness in the estimate of the future growing need of trained men and women to be inducted into the service in the years to come. Manpower planning deals with human beings and human behaviour cannot be predicted accurately.

vi. Manpower needs for public sector cannot be considered in isolation of the need of the private sector. Manpower planning is not something that can be taken in a vacuum. The personnel agency should not only take into account the growing needs of the public sector but also the growing need of the private sector, and vice-versa (Nwokocha, 2020).

vii. Manpower planning, if it has to be effective, has to take into account the environmental and social values attached to certain occupations of the people. Here, political, economic, socio-cultural and certain global issues have to be taken into consideration.

viii. A good manpower plan must not be rigid but should be flexible thus giving room for change, particularly when it does not yield the required result.

ix. **Periodic review is required:** Every manpower plan must be periodically reviewed according to latest developments, directives of the government, changed environment, changed legislation etc.

x. Given that sometimes, information gathered from within and outside the service is not reliable, the collection of manpower data must be done with latest techniques (Calabrese, 2012).

Research question two: What is the relationship between effective human resources recruitment/selection and productivity in developing countries?

For countries to be successfully, they need manpower to manage and harness other resources into achieving the development goals. For that, effective manpower planning is required so as to attract, recruit, select, and employ qualified personnels in government, public and private sectors etc. Ikwesi (2010) opined that the process of recruitment and selection begins with the manpower plan, which indicates areas in the system where there are likely to be shortages of people, and the number of people to be recruited to meet anticipated employment needs. This is why Jacins (1971) puts it that if recruitment/selection policies and practices are to be effective exercise, it must sought to attract the right manpower. This is because one of the most effective ways of ensuring high standard of performance in any organization is through recruitment and selection of qualified and well motivated candidates (Ikwesi, 2010). The general focus of recruitment and selection is to employ credible manpower which could be utilized to achieve development goals of the countries or their organizations.

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Here, if an organization/country must achieve its goals, succeed and survive, or compete effectively in the global economy, employers must be in the position to propound and practice recruitment and selection of employees in the best way. Every organization/countries has its own requirements in acquiring employees. It is vital that organizations select people with the quality essential for continued success in this competitive global village. The only means of achieving this success is through proper recruitment and selection practices, because the success of an organization is directly linked to the performance of those who work for that organization (Adu-Darkoh, 2014). Recruitment has been defined by scholars and human resources professionals in different ways. It's true that the availability of competent and efficient labor force does not happen by gambling but through an articulated recruitment exercise. Alugbuo (2007) opined that recruitment can simply be defined as the process of finding sources of manpower to match job requirements and specification. It includes actions taken by an organization to attract sufficient numbers of high caliber manpower to enable adequate selection to be made.

After attracting candidates through recruitment process, the next stage is to select from the pool those that will be employed. Here, Selection is the process of choosing from the pool of applicants, those to be hired by the organization based on the specified organizational requirements. This stage in the recruitment circle is very crucial as it is through this that the employers made decisions on who is the most appropriate candidate to be employed of all the job applicants (Zaneer, 2013). Traditionally, it was assumed that organizations could choose amongst applicants and that they would accept all job offers. However, attracting a large number of applicants was not the problem, but recruiting the right applicants became the main concern amongst employers (Branine, 2008). With the oversupply of unskilled applicants (Nzukuma & Bussin, 2011), it can be assumed that employers would be very careful before selecting any applicants. Employer decisions about the selection of employees are central to the operation of organizations and to a series of outcomes that matter to individuals, organizations, and society.

A number of challenges serve as the barriers hindering effective recruitment and selection of workers. They include:

1. **Poor Human Resource (HR) planning:** Kaplan and Norton (2004) indicates that a common problem in recruitment and selection is poor Human Resource Planning (HRM). According to Cooper et al (2003) recruitment and selection of employees is the most important job of a human resource person. The key goal of HR planning is to get the right number of people with the right skills, experience and competencies in the right jobs at the right time at the right cost. Detailed and robust recruitment and selection policies, such as recruitment and selection procedures, assessing criteria, talents auditing and processing the information about the labour market are important in recruiting and deploying appropriate employees at the right time. In tendon with the above, Kaplan and Norton (2004)

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stated that a common problem in recruitment and selection is poor HR planning. Rigorous HR planning translates organizational strategies into specific HRM policies and practices.

2. **Corruption:** Corruption affects recruitment and selection in Nigeria. This is because the issue of meritocracy is very much lacking. This manifested as a result of consistent corruption and interference of political office holders in the issue of recruitment and selection. This eventually leads to recruiting staff that are in most cases incompetent (Walker, 1990). It is however, a well known fact that for any organization to achieve its objectives it must have people with proven competence (Ibrahim, 2014). It was on the realization of the need for competence in organizations that made Max Weber the greatest exponent of bureaucracy to state that candidates for positions in organizations must be selected on the basis of technical qualifications. However, in the case of Nigeria, recruitment and selection are based purely on sentimental reasons. The principle of federal character has also compounded the problem, since it has legalized nepotism and segregation in employment in the form of ethnic balancing, especially in public sector organizations (Akpanabia, 2012).
3. **Ineffective job analysis:** Ineffective job analysis is a problem of recruitment and selection. Effectively conducting job analysis and targeting right potential candidates ensures a good match between applicants and the jobs. Argument has been given that under qualified employees may not be able to effectively perform their job positions due to lack of knowledge and competencies, while on the other hand over qualified employees tend to experience less job satisfaction due to their higher qualification than a desired level for a given job.
4. **Competency level on the part of employee:** Recruitment in Nigeria is mostly based on the skills and technical know-how of the person to be employed without giving due considerations to the attitudes and character that the applicant possess. It is good to note here, that employees with improper or negative attitude in most cases do not strive hard towards the realization of the organizational goals. Their personal interest is superior to that of the organization. This has a strong and negative effect as it leads to workplace tension and also lowers productivity.
5. **Cost of recruitment and selection of employees:** The financial involvement of external and internal recruitment is always very high and discourages organizations. For that, Ikwesi (2010) stated that sometimes, the use of internal recruitment has some challenges. Here, internal recruitment does not always produce the number or quality of personnel needed. In such an instance, the organization needs to recruit from external sources. Such could either be by encouraging walk-in applicants; advertising vacancies in newspapers, magazines and journals, and the visual and/or audio media; using employment agencies to

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"head hunt"; advertising on-line via the Internet; or through job fairs and the use of college recruitment.

6. **Lack of effective human resource department:** The success of recruitment depends upon finding the people with the right skills, qualification and expertise to deliver organizational objectives, and the ability to make a positive contribution to the values and aims of the organization (CIPD, 2009). The ineffectiveness of HR managers and department negatively affects recruitment and selection. Previous research shows that the competency level of HR managers have a major influence on recruitment and selection and experienced HR experts within the HR department will not only shorten vacancy duration, but also improve the quality of the applicants. Moreover, effective recruitment and selection is possible only if there is a dedicated and competent HR team (Kaplan and Norton, 2004).

Research question three: What are the impacts of human resources training/development on productivity in developing countries?

Gambo (2015) asserted that achievement of objectives and good returns to investment could only be attained if human resources aspects of the countries/organization are properly trained and developed. Throughout the world, organizations are realizing that the development of their human resources is the key not only to country survival/development, but also to organizational success, effectiveness and high productivity; hence the need for continuous training and development off all categories of people in a system. Obi-Anike and Ekwe (2014) asserted that, training and development is the crucial area of human resource management; it is the fastest growing segment of personnel activities. Training is focused on developing the skill and knowledge of employees to enable them performs their functions well. Training which is referred to as a course of diet and exercise for developing the employees' effective, cognitive and psychomotor skills assist the organizations to have a crucial method of developing the employee towards enhancing his productivity (Ezeani & Oladele, 2013). The general purpose of training is to impact specific skill and knowledge to workers to enable them contributes positively for organizational effectiveness and high productivity.

The goal of training is for employee to master the skills, knowledge and behaviors emphasized in the training programme and to apply them to their day to day activities. Training is the engine for organizational effectiveness and high productivity because it helps employees develop skills that enable them to succeed in the current job and develop for the future; helps the organizations create a workforce that is able to cope with change, meet the increasing demand and challenge posed by the ever changing environment; and prepare the future administrators, management/leaders of the organization. Training is the basis to employee high commitment, effectiveness and devotion to duties; hence training of public administrators contributes to improved performance (Onah, 2005). Training therefore holds the key to unlock the potential

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growth and development opportunities, to achieve organizational effectiveness and to achieve a competitive edge. In this context, organizations train and develop their employees to the fullest advantage in order to enhance their effectiveness (Devi & Shaik, 2012).

According to Armstrong (2003: 547), the conditions for training and development include:

i. **Individuals must be motivated to learn:** To motivate the employees to be interested in learning something new, they should be told and convinced that their current level of knowledge, skill, competence, attitude or behaviour must be improved if they are to perform satisfactorily (Nwachukwu, 2010).
ii. **Standards of performance should be set for learners:** Employees should have clearly defined targets and standards which they find acceptable and can therefore use to assess their own progress.
iii. **Learners should have guidance:** The trainees should have a sense of direction and most importantly a feedback on how well they are doing. The trainer should be available to help them as the need arises.
iv. **Learner must gain satisfaction from learning:** Employees or trainees are capable of learning under the most difficult circumstances if the learning satisfies one or more of their needs (Ugwu, 2020). On the other hand, the best training programmes can fail if they are not seen as useful by the trainees.
v. **Learning is an active, not a passive process:** Learners or trainees should be actively involved with their trainer, fellow trainees and the subject matter of the training programme.
vi. **Appropriate techniques should be used:** Training techniques should be tailored to the needs of the job, the individual and the group.
vii. **Time must be allowed to absorb the learning:** Learning requires time to assimilate, test and accept. This time should be provided in the training programme (Ohamadike, 2022). Many a time, trainers cram too much information into their programmes without making allowance for the time of assimilation and familiarization with the training materials.
viii. **The learner must receive reinforcement of correct behaviour:** Learners or trainees usually like to know as quickly as possible how well they are doing. In a prolonged training programme, there should be intermediate steps in which learning can be reinforced.
ix. It must be recognized that there are different levels of learning and that these need different methods and take different times.

Research question four: To what extent does adequate compensation plans enhance productivity in developing countries?

Poor compensation is one of the major challenges affecting performance of the Nigeria system today. Evidence could be seen in many industrial action like ASUU strike embarked

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regularly by labour unions. For a country or its organization to achieve its objective, such it must look for a way to make its employees happy so as to put more effort in doing their job, to achieve high performance. One of the best ways to achieve employee high input is through effective compensation and reward system, improved wage and salary in the organization (Njoku, 2017). Although an employee works not only for monetary compensation, the financial consideration does constitute very important reason for his working. A sound wage and salary administration is one of the most important managerial functions. This is very important based on the fact that a majority of trade union-management disputes relate to the question of wage/salary payment.

The overall goal of a compensation management program is to attract qualified staff, retain, and motivate them and to help an organization achieve its management objectives (Eboh, 2018). Because employees represent a substantial investment in an organization and labor costs have a significant impact on the annual budget and profitability, it is critical for employers to have an effective wage and salary programme. This will lead to high employee performance and organizational productivity in the system. Wage and salary management refers to the establishment and implementation of sound policies and practices of employee compensation (Ihemereze and Ubah, 2022). It includes survey areas as job evaluation, survey of wages and salaries, analysis of relevant organizational problems, development and introduction of wage structure, establishing rules for administering wages, and other related items.

Salary and wage management is the process of compensating an organization's employees in accordance with accepted policy and procedures (Ezeh, 2016). An important component of a successful organization's policy for administering salaries and wages is monitoring and evaluating all employees' compensation to ensure that they're being paid appropriately, both with respect to others in the same organization and to the marketplace as a whole. This process is often an integral function of the organization's human resources department, or the personnel unit as the case may be. It is a fact that if payroll is incompetently processed, the organization itself could conceivably collapse. Employees' personal budgets and plans are contingent upon getting paid regularly, and if compensation is late, short, or missing even a single time, morale is severely affected, as well as confidence in the employer's capability.

In all, Kane (2015) asserted that the effects of wage increase include attracting more experienced and qualified employees, help to retain the employees and thereby reduce employee job turnover rate, motivate the employees to increase input and performance, enhance effective customer relations, satisfaction and retention, and enhance organizational productivity and development. Based on the above facts, organizations should try as much as possible to increase the wage and other conditions of work for employees, so as to achieve high productivity and organizational objectives. According to Stahl (1995), compensation is the monetary payment (wages, salaries, emolumenets, bonuses-current and deferred) used to reward employees. Here, compensation can best

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be described as all rewards – direct financial payments plus indirect payments (benefits) plus incentives individuals receive in an organization, plus non-compensation that serve to enhance their sense of self-respect and esteem by others (Casino, 1995; Mathis and Jackson, 1992). It is the money which employees receive from their organization for the work they do.

It should be noted here that compensation could be in form of:

- Wage
- Salary
- Benefits
- Incentive etc

- **Wage:** This is a regular amount of money that one (employee) earns, usually every week, for work done or services rendered (Zaneer, 2013). Usually, wage is paid on Friday or before the end of the week. The amount to be paid to the employee/worker is based on what is written on the letter or contract agreement.
- **Salary:** This is the money employees receive for doing their job, usually on monthly basis (Gambo, 2015). It is a fixed regular payment to employees in public or private organizations. The amount employees receive as salary depends on their organizational financial capacity, the economic reality in the system (country and organization) and the employment contract/policy etc.
- **Benefits:** According to Peretomode and Peretomode (2001), benefits are additional monetary in the form of allowances (other than pay). These include quarter maintenance, furniture, utility, meal subsidy, transport and rent subsidy and retirement pensions (amenitization allowances as in Nigeria) that an organization provides to her employees to make it more attractive.
- **Incentives:** These are encouragement and motivation given to organizational employees for extra performance. Incentives are reward designed by organizations to encourage and reimburse employees for efforts beyond normal performance expectations.

Conclusion

The researcher has examined assessment of human resource management and workers productivity in developing countries. The implication of this study is that human resources in developing countries like Nigeria, and organizations therein will be valued and encouraged so as to achieve high productivity. This is true because the human factor in a country is the pillar to which development goals revolve; hence they can enhance or mar development. Also, leaders and managers in organization especially in the developing economies will be able to encourage empowerment of all categories of human resource in the system.

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In line with the study findings, the leadership of the country, organizational leaders/managers in the public and private sectors – especially the developing world like Nigeria – will understand the need to adhere to positive principles, merit system and ethical values in the planning, recruitment/selection, training/development, and compensation of citizens or employees. Here, required and qualified manpower will be recruited/selected and developing countries or their organizations will achieve its objectives. Moreover, the country will now understand the value of effective citizens/employee motivation through salary increase, good allowances, and other incentive.

Recommendations

The following recommendations were made.

1. There is need for effective human resource planning and in developing countries, so as to improve productivity.
2. The human resources recruitment/selection in public and private sector organization should be free of corruption; hence the need to employ qualified manpower to deliver functions.
3. There should be regular and practical human resources training/development as that is the major way to impact knowledge and skills to citizens/employee so as to enhance productivity.
4. The compensation system for employees should be very adequate compensation so as to serve as motivation, reduce industrial dispute, and encourage high productivity in developing countries.

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