



**NEAR EAST UNIVERSITY**  
**INSTITUTE OF GRADUATE STUDIES**  
**HUMAN RESOURCES DEVELOPMENT IN EDUCATION**

**THE ROLE OF HUMAN RESOURCES IN THE  
DEVELOPMENT OF ORGANIZATION: CASE STUDY OF  
EMERALD FOOD AND BEVERAGES NIGERIA LTD**

**MASTER'S THESIS**

**OKPE NNAJI OBINNA CHRIS-OGONUS**

**June, 2023**



**NEAR EAST UNIVERSITY**

**INSTITUTE OF GRADUATE STUDIES**

**HUMAN RESOURCES DEVELOPMENT IN EDUCATION**

**THE ROLE OF HUMAN RESOURCES IN THE  
DEVELOPMENT OF ORGANIZATION: CASE STUDY OF  
EMERALD FOOD AND BEVERAGES NIGERIA LTD**

**MASTER'S THESIS**

**OKPE NNAJI OBINNA CHRIS-OGONUS**


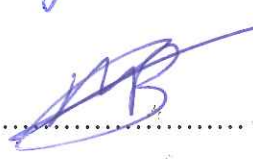
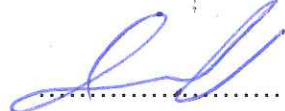
**SUPERVISOR**

**Assoc. Prof. Dr. Fatma KÖPRÜLÜ**

**June, 2023**

## APPROVAL

We certify that we have read the thesis submitted by Okpe Nnaji Obinna Chris-ogonus titled "THE ROLE OF HUMAN RESOURCES IN THE DEVELOPMENT OF ORGANIZATION: CASE STUDY OF EMERALD FOOD AND BEVERAGES NIGERIA LTD" and that in our combined opinion it is fully adequate, in scope and quality, as a thesis for the degree of Master of education sciences.

Examining Committee	Name-Surname	Signature
Head of the Committee:	Prof. Dr. Hüseyin Bicen	
Committee Members:	Assoc. Prof. Dr. Mert Baştaş	
Supervisor:	Assoc. Prof. Dr. Fatma Köprülü	

Approved by the Head of the Department

.....4.7/2023

  
Prof. Dr. HÜSEYİN BİCEN

Head of the Department

Approved by the Institute of Graduate Studies

  
  
...../2023

Prof. Dr. Kemal Hüsnü Can BAŞER

Head of the Institute

## **DECLARATION**

I hereby declare this research paper authentically accepted, this research was achieved by myself Okpe Nnaji Obinna Chris-ogonus under the supervision of my supervisor, Assoc. Prof. Dr. Fatma KÖPRÜLÜ. The entire information that was obtained in this document is aligned with the university regulations and ethical conduct. The informed consent of the study was attained by individual participants involved in the research.

The whole procedure implemented in this study involved human participants who were aligned with the institutional and national research committee's ethical standards and the 1964 Helsinki Declaration and ethical standards. I hereby state that, as demanded by the ethical standards and conduct on plagiarism, I have prudently cited and referenced all the sources, materials, and references I consulted during the research. I hereby affirm that Near East University, The Institute of Graduate Studies, and Research are permitted to keep and to also provide digitally the above research study.

Okpe Nnaji Obinna Chris-ogonus

## ACKNOWLEDGEMENT

To be significant in today's world cannot be only by one's effort. It needs the help and assistance of other people around. Therefore, I firstly want to acknowledge God for sparing my life up to this faithful time and for making the completion of this Project.

I also thank God for his grace which has brought me to this stage in life, I convey my sincere thanks to Him for providing me with the knowledge and wisdom I needed to start and complete this research project. I have found inspiration in God, and I give him all the honor and glory for he has done mighty work in my life and my studies.

My special thanks go to my competent parents and my aunt Mr. and Mrs. Bernard and Bernadette Okpe, my Aunt Mrs. Clementina Ibe, my friends, course mates and especially my brother Nnaji Dickson Arinze for all their financial support, advice and guidance, attention, and understanding. You all have tremendously helped me beyond expectations. Thank you all very much and may God crown all your effort with success in life most especially my Big Aunt Sister Clementine Ibe for her sponsorship in this master's degree level.

My thanks also go to my supervisor, Associate Professor Dr. Fatma KÖPRÜLÜ, I cherished your efforts, encouragement, and guidance towards this project work. May God be with you in all you do till eternity. It is indeed to always have you as a mentor and a superior. I cannot say it all, but your excellence expresses how appreciative I am for meeting a person like you. You imparted to me a huge height of knowledge and technological skills, that's a huge contribution to my knowledge and educational performance despite the challenges in understanding ourselves, you have taught me the depth of being a researcher and because of, you I can say I am a scholar, for the push and motivation towards research work.

On this note: I say a big thanks to you. I am also grateful for your supportive words, advice, and leadership, which have had a significant impact and positive influence on the outcome of this project. I value every act of compassion you have shown me because you have always prioritized the welfare of your students. My profound gratitude goes out to Prof. Dr. Hüseyin BICEN, my always-engaged course adviser; you are unquestionably a bright individual. Sincerely, it is a privilege to be one of your students; I want to express my gratitude for the profound information you do impart and for contributing to the success of our research. Ever

since I started studying at the University, you have always kept me informed and provided me with every piece of data I need.

My sincere gratitude goes out to Assist. Prof. Dr. Fatma Mira-lay, Assoc. Prof. Dr. Esen SUCUOGLU, Assoc. Prof. Dr. Fatma KÖPRÜLÜ, and Assoc. Prof. Dr. Mert Bastaş, all of whom have helped me attain this height of education in life. You have all contributed to my academic world, and I am grateful to every one of you for helping me reach my master's degree goals. Thank you, all ones, more.

## **ABSTRACT**

### **THE ROLE OF HUMAN RESOURCES IN THE DEVELOPMENT OF AN ORGANIZATION: CASE STUDY OF EMERALD FOOD AND BEVERAGES NIGERIAN LTD**

**Okpe Nnaji Obinna Chris-Ogonus**

**Human Resources Development in Education**

**Thesis Supervisor: Assoc. Prof. Dr. Fatma KÖPRÜLÜ**

**JUNE, 2023 74 pages**

The research studies the role of human resources in the development of an organization as, despite the challenges they might encounter while in the execution process, it tends to meet people's needs, wants or desires using the necessary key implementing factors such as human, material, and machine factors. The purpose of the study is to determine the efforts or role of human resources in developing organizations and how it tends to manage and render services to humanity through the mouthpiece of organizations in Nigeria. It also studies how the organization is structured, how employees are managed, and utilized for the organizational common goals achievement and gain sustainable market competitive advantage. The findings suggest that human resources are keys to developing an organization's competitive edge, attracting, and retaining top talent, and driving success by attending workshops and considering training as a continuous approach to improving their skills and knowledge. The participants are 14 administrative staff, 2 managers of Emerald Food and Beverages company IMO state, and 4 business lecturers from the Department of Business Education, University of Nigeria, in the academic year of 2022-2023 fall semester. The study is a qualitative and descriptive research study. The study covers the introduction, statement of the problem, objectives of the study, literature review, and recommendations. Recommendations will be made on the role of human resources managers toward their effort in the development of an organization to serve humanity and the growth of the nation's economy.

**Keywords:** Role, human resources, development, organization.

**ÖZET**  
**ÖRGÜTLERİN GELİŞİMİNDE İNSAN KAYNAKLARININ ROLÜ:**  
**NİJERYA EMERALD YİYECEK VE İÇECEK LTD VAKA ÇALIŞMASI**

**Okpe Nnaji Obinna Chris-Ogonus**

**Eğitimde İnsan Kaynaklarını Geliştirme**

**Tez Danışmanı: Doç. Dr. Fatma KÖPRÜLÜ**

**HAZİRAN, 2023 74 sayfa**

Yapılan çalışma bir örgütün gelişiminde insan kaynaklarının rolünü araştırmıştır. İnsan kaynakları yürütme esnasında karşılaşılabilecek zorluklara rağmen insan, madde ve makina gibi ana uygulama faktörlerini kullanarak insanların ihtiyaçlarını, isteklerini ve arzularını karşılama eğilimindedir. Çalışmanın amacı insan kaynaklarının örgütlerin gelişimindeki çaba veya rolünü belirlemek ve Nijerya'daki örgütler aracılığıyla insanlığa gerekli hizmeti nasıl sağlayıp yönetebileceğini incelemektir. Çalışma aynı zamanda örgütün yapısına, çalışanların nasıl yönetildiğine ve örgütün ortak amaçlarının başarılması ve sürdürülebilir pazar rekabet avantajı için nasıl kullanıldığına da odaklanmıştır. Sonuçlar göstermiştir ki insan kaynakları bir örgütün gelişimi sürecinde rekabetçi tarafı ortaya çıkarmada, yeteneklerin bulunup elde tutulmasını sağlamada ve bilgi ve becerilerin geliştirilmesi için sürekli eğitimin dikkate alınmasında anahtar bir yapıdır. Katılımcılar, 2022-2023 akademik yılı dahilinde, 14 idareci, Emerald Yiyecek ve İçecek Şirketi'nin IMO şubesinden 2 yönetici ile Nijerya Üniversitesi'nin İşletme eğitimi bölümünden 4 öğretim üyesinden oluşmaktadır. Çalışmada nitel ve betimleyici yöntemler kullanılmıştır. Çalışmanın içeriği giriş, sorunun tanımı, çalışmanın amacı, literatür taraması, ve önerilerden oluşmaktadır. Son olarak da insan kaynakları yöneticilerinin, insanlığa hizmet ve bir ulusun ekonomisinin büyümesine faydalı olabilmek için üstlenebilecekleri roller ve gösterebilecekleri çaba üzerinde önerilerde bulunulmuştur.

Anahtar kelimeler: Rol, insan kaynakları, gelişim, örgüt



## TABLE OF CONTENTS

APPROVAL.....	i
DECLARATION.....	ii
ACKNOWLEDGEMENT .....	iii
ABSTRACT.....	v
ÖZET .....	vi
TABLE OF CONTENTS.....	vii
LIST OF TABLES .....	xii
LIST OF FIGURES .....	xiii
ABBREVIATIONS.....	xiv
CHAPTER ONE.....	1
1.1 INTRODUCTION.....	1
1.2 Statement of the Problem .....	4
1.3 Purpose of the study .....	5
1.4 Research Question.....	6
1.5 Main Aim.....	7
1.6 Significance of the Study .....	7
1.7 Scope of the Study.....	8

1.8 Definition of Terms .....	8
1.9 Limitation of the Study .....	10
1.10 Delimitation of the Study .....	10
CHAPTER TWO .....	11
2.1 Literature Review .....	11
2.2 Human resources management.....	13
2.3 The Role of Human resources management.....	15
2.3.1 Talent Acquisition.....	16
2.3.2 On-boarding and Training .....	16
2.3.3 Compensation and Benefits.....	17
2.3.4 Employee Relation .....	17
2.3.5 Maintain Company Culture .....	18
2.3.6 Leadership and Development.....	18
2.3.7 Goals Alignment.....	18
2.4 Key Components of ERM .....	18
2.4.1 Conflict resolution.....	18
2.4.2 Employee engagement .....	18
2.4.3 Work-life balance .....	19
2.4.4 Performance management .....	19

2.5 Objective of performance management .....	20
2.5.1 Improving Organizational Performance .....	20
2.5.2 Enhancing Employee Development .....	20
2.5.3 Motivating and Engaging Employees .....	20
2.5.4 Identifying and Addressing Performance Issues .....	21
2.5.5 Making Informed Decisions about Rewards and Recognition.....	21
2.5.6 Ensuring Legal Compliance .....	21
2.5.7 Planning for Succession .....	21
2.6 Employee Relations and Organizational Performance.....	22
2.6.1 Employee productivity .....	22
2.6.2 Employee retention .....	22
2.6.3 Innovation and Creativity.....	22
2.6.4 Customer Satisfaction .....	22
2.6.5 Reputation .....	23
2.7 Types of Human Resources Managers .....	23
2.8 Theoretical Framework .....	24
2.9 Models of Human Resources Management (HRM).....	26
2.10 The Components of the HRM Model.....	27
2.11 Organizational Goals and Alignment .....	28

2.12 Measuring the Alignment of HR Strategies and Practices .....	28
2.13 Challenges and Opportunities Organizations Faced in Managing Their Workforce Effectively .....	29
2.13.1 Attracting and Retaining Top Talent.....	30
2.13.2 Managing a Diverse Workforce .....	30
2.13.3 Developing the Skills of Employees .....	30
2.13.4 Managing Remote and Virtual Teams .....	31
2.13.5 Balancing Flexibility and Accountability.....	31
2.14 Organizational Development.....	31
2.15 Definition and Goals of OD .....	31
2.16 OD Consultants/Intervention Programs .....	32
2.16.1 Leadership Development Programs .....	32
2.16.2 Team-building interventions.....	32
2.16.3 Culture Change Initiatives.....	32
CHAPTER THREE .....	34
METHODOLOGY .....	34
3.1 Introduction .....	34
3.2 Research Design.....	35
3.3 Research Population.....	35

3.4 Sample Size .....	35
3.5 Validity and Reliability.....	36
3.6 Methods of Data Collection .....	36
3.7 Instruments for Data Collection .....	36
3.8 Procedures for data collection .....	37
3.9 Analysis of Data .....	37
3.10 Ethical Consideration .....	38
CHAPTER FOUR.....	39
4.1 FINDINGS AND DISCUSSION .....	39
CHAPTER FIVE .....	55
5.1 Overview .....	55
5.2 Summary of the Finding.....	56
CHAPTER SIX.....	58
Recommendation According to the Findings, And Recommendations .....	58
for further study .....	58
6.1 Recommendations According to Findings .....	58
6.2 Recommendation for further research study .....	61
REFERENCES .....	63
APPENDICES .....	67

## LIST OF TABLES

<b>Table 1</b> The Participant’s Views On the Professional Skills of Human Resources Managers	41
<b>Table 2</b> The Participant’s Perspective On the Possible Challenges Facing Human Resources Management in an Organization.....	42
<b>Table 3</b> The Participant’s Points of View On the Mitigation Approach in an Organization ...	43
<b>Table 4</b> The Participant’s Point of View On the Importance of Organization .....	44
<b>Table 5</b> The Participant’s Views On Enabling the Environment in an Organization .....	46
<b>Table 6</b> The Participant’s Points of View On the Approaches to Enhanced Performance in an Organization.....	47
<b>Table 7</b> The Participant’s Points of View On Benefits and Rewards in an Organization .....	49
<b>Table 8</b> The Participant’s Points of View On the Impact of Learning and Development in an Organization.....	50
<b>Table 9</b> The Participant’s Perspectives On the Role of Human Resources Management in an Organization.....	51
<b>Table 10</b> The Participant’s Perspectives On the Implications for Considerable Tax and Revenue.....	52
<b>Table 11</b> The Participant’s Points of View On the Level of the Organization’s Human Resources Role Is Needed .....	53
<b>Table 12</b> The Participant’s Points of View On the Need to Align Individual Interests with Organizational Goals .....	53

## LIST OF FIGURES

Figure 1. Illustrating the stages of HR Managers .....	24
--	----

## **ABBREVIATIONS**

HRM: Human Resources Management

HR: Human Resources

OD: Organizational Development

AI: Artificial Intelligence

SHRM: Society for Human Resources Management

ERM: Employee Relationship Management

NSBA: National Small Business Association

HRD: Human Resources Development

IR: Employee relation

HMWS: High-Performance Work System

GE: General Electric

ATD: Association for Talents and Development



## CHAPTER ONE

### 1.1 INTRODUCTION

Human resources management plays a crucial part in the growth of Emerald Food and Beverages Nigeria Ltd. Human resources is in charge of directing the hiring, development, and training of staff members as well as making sure that the company is in compliance with all applicable labor laws. The performance of Emerald Food and Beverages employees directly affects its success, and the HR manager is crucial in encouraging employees to be engaged, motivated, and productive. When human resources manager does their job well, they provide workers chances for training and development so they may gain new skills and information that can be used to spur innovation and expansion inside the company.

The human resources manager is in charge of overseeing the staff as well as developing and executing policies and processes that support a productive workplace within the company. This entails ensuring the company is abiding by the labor laws' rules and regulations, encouraging inclusion and diversity, and also fostering an environment that appreciates and promotes the well-being of its employees.

Overall, the resources management of human is crucial to the success of the organizations because they seek to create and nurture a talented, engaged, and motivated workforce that can spur innovation, development, and achievement.

Additionally, the responsibilities of the human resources manager extend beyond just overseeing the personnel and fostering a productive workplace. They are essential in forming corporate culture and ideals as well. HR managers collaborate closely with the leadership group to align the values and objectives of a company with the needs and wants and requirements of the workforce. HR managers support workers' commitment and engagement with the company by encouraging a culture of ongoing learning and development.

Another important aspect of the HR manager's is to ensure that the organization's compensation and benefits packages are competitive and attractive to top talent. They also oversee the administration of payroll and benefits programs, ensuring that all employees receive their entitlements and benefits on time.

In this day's environment of competition, the role of human resources manager has played a strategic role in training and developing people and retaining skills and knowledge base employees. The human resource role has moved the training and development of employees which serves as a way for organizations to invest in them for a greater return on investment. Balogun and Oasan 2007, identify training as a crucial role of HR management in the building and development of the organization and ascertain that it should be an activity or continuous process of learning for the employed workers.

For Emerald Food and Beverage Company to meet international standards, there is a need for human resources to interfere and intervene in the improvement and development of organizations/companies as the customer looks forward to comparing the best among the quality products available for consumption; between local and international products i.e (domestic & foreign) products (Edwin et al; (2006); As a result of competitive spirit among organizations there's a need to adopt new strategies Right from the onset, Human Resources were mainly concerned with the effective management of the workers or employment procedures. Although the HR obligation goes beyond recruitment/employment and dismissal from active service, the Human Resources department also work to assist the company in complying with government rule and regulations, as well manage employment-related risks and conflict.

Furthermore, organizational development has the power to dramatically improve companies and the welfare of their workers.

Due to this, organizational development deserves close attention from Human Resource personnel. All in all, every organization must look to build an effective worker's experience that will help to attract, sustain, and involve the best talent, and that begins when one has an effective integrated approach to Human Resources and organizational development.

Moreover, HRM works effectively to improve the Company's standards regarding its product; Because this has become an international issue in which organizations need to equip themselves globally to maintain their customers worldwide. Hatch and Dyer (2004) are of the thought that organizations are resources oriented which would explain disparities in the company, their thought was of the view that if Emerald Food and Beverage Company had enough resources this will help them to be able to compete with its rivals. For the fact that the

strength of any country, society, and organization is determined by its human resources, this project work focuses on HR roles in developing organizations mainly in the field of motivation, training, and recruitment in achieving/quick growth of an organization, a case study with Emerald Food and Beverages Nigeria Ltd.

In conclusion, Human resources in an organization act as an internal consultant tasked with managing organizational development, your role involves analyzing complex climate and cultural issues within the organization. This analysis aims to identify areas for improvement and support the creation of an inclusive environment.

To address these issues, you are responsible for designing, developing, and implementing strategies that promote inclusive. This includes assessing development needs and creating comprehensive training programs. These programs may involve individualized coaching, department-specific training, and general curricula to enhance the skills and knowledge of employees.

Additionally, part of HR responsibilities includes conducting fact-finding exercises to identify barriers related to climate and culture. This information is crucial in understanding the challenges and implementing effective solutions.

As mentioned earlier in the paragraph, HR are expected to establish partnerships with internal stakeholders, such as the office of equity and inclusion. Collaborating with these stakeholders enables you to build culturally responsive approaches and implement ethical procedures. By working together, you can develop strategies that foster inclusive and create a positive organizational culture.

Overall, HR role as an internal consultant in managing organizational development involves analyzing complex climate and cultural issues, designing inclusive strategies, assessing training needs, delivering comprehensive training programs, identifying barriers, and building partnerships with internal stakeholders. Through these efforts, you contribute to creating an inclusive, culturally responsive, and ethically-driven work environment within the organization.

In summary, the HR role in developing organization are multifaceted and critical From managing the workforce and creating a positive work environment to shaping the company's

culture and values, HR managers are essential to an organization's success. By providing strategic guidance, fostering employee engagement, and ensuring compliance with labor laws and regulations, HR managers help to create a productive, motivated, and committed workforce that can drive an organization's growth and success.

### **1.2 Statement of the Problem**

HR functions in developing organizations are often underestimated, and HR managers are sometimes viewed as administrative functionaries rather than strategic partners. This can result in HR departments being marginalized and not being fully utilized to support the organization's growth and success.

Another problem is that some Companies usually spend less time and energy in terms of initiating programs for the learning and development of the employees, which can result in a lack of skills and knowledge among the workforce. This can ultimately hinder the organization's growth and competitiveness in the marketplace.

Additionally, some organizations may not have adequate policies and procedures in place to promote a positive work environment and ensure compliance with labor laws and regulations. This can lead to employee grievances, high turnover rates, and legal issues that can be costly for the organization.

Problems facing human resources managers in today's business environment mostly in Nigeria is a lack of adequate knowledge in their functional role, especially in areas of recruitment, talent retention and motivation, leadership development and styles, and corporate culture. The poor strategic role of human resources managers has weakened the effective performance of the employees in their attempt to develop the organization. The effective use of strategic roles in the organizational setting is essential in building and developing an organization. Failure to affect a good strategic role in the organization will go backward.

McLagan (1989) Organizational development examines methods for ensuring wholesome connections between and within units as well as for assisting organizations in bringing about and managing change. The growing organization focuses largely on the interactions and processes between different people and groups.

Furthermore, in Nigeria, Emerald Food and Beverage Company encounter challenges derived from two environmental factors such as internal and external factors. From the external factor, the Company encounters challenges from the political and economic environment, this is because the Government has not been fair to many private businesses especially the developing ones in terms of regulation of businesses, high rate of tax and revenue improvement, and highly corrupt political environment which in turn create social violence on businesses in Nigeria. Ayyagari et al. 2007), and (Klap-per et al. 2006) on excessive taxation and regulatory burden that pushes a firm into the informal economy. Internal factor; some human resource managers have poor knowledge mostly in human relations skills, staff training, and development, lack good hiring skills when it comes to talent and maintenance, and lack 21st-century technology knowledge (software). Lack of training is the challenge. Balogun and Oasan 2007, identify training as a crucial factor for HR in building and developing the organization and ascertain that it should be a continuous process of learning for the employed workers.

Finally, some organizations may not be able to combat the high tax rate and revenue and may not offer competitive compensation and benefits packages, which can make it difficult to get and hold onto the top talent. This can result in a workforce that is not motivated, engaged, or committed to the organization's values, goals, and objectives.

Overall, problems facing HR in developing a firm are that it often undervalued facts, resulting in a lack of investment in employee training and development, inadequate policies and procedures, and uncompetitive compensation and benefits packages. Addressing these issues and fully utilizing the potential of HR departments can help organizations build a skilled, motivated, and engaged workforce that can drive growth and success.

### **1.3 Purpose of the study**

Generally, the reason for carrying out this research is to examine the role of human resources in developing organizations as it tends to manage employees and provide services through the mouthpiece of organizations in Nigeria, a Case study of Emerald Food and Beverages Nigeria Ltd. It studies how employees are managed and utilized for the organization's common goal achievement and how a sustainable environment will be created and gain market competitive advantages. Above all, below are some missing links:

1-To ascertain the professional skills of human resource management needed for job recruitment and placement.

2-To identify the possible challenges facing human resources managers in the development of the organization.

3-To identify relation mediation approaches human resources management needs in the organization to settle disputes and grievances between employees.

4-To ascertain the importance of organizational development to society.

5-To ascertain how enabling environment can be created for the smooth operation of organizations.

6-To identify necessary approaches human resources managers need to enhance job performance.

7-To ascertain the beneficiary outcome of reward on the part of management, employees, and the organization.

8-To ascertain the impact of training and development on human resource managers and organizational employees.

9-To identify the role of HR managers

10-To identify the implication of considerable tax rate and revenue to the business.

11-To ascertain levels of the organization's HR role is needed

12-To identify ways human resources can align personal goals with that organizational goals.

13-To understand and review the previous research on the role of human resources in an organization.

#### **1.4 Research Question**

1-What are the human resources professional skills needed in organizations?

2-What are the possible challenges facing human resources managers?

- 3-What are the mediation approaches HR need to settle disputes?
- 4-What is the importance of organizational development?
- 5-How can enabling environment be created?
- 6-What are the approaches to enhance job performance?
- 7-What is the benefit of reward?
- 8-What is the impact of training?
- 9-What is the role of HR managers?
- 10-What are the implication for considerable tax rate and revenue?
- 11-At what level of an organization's human resources role needed?
- 12-What is the need to align individual interests with organizational goals?

### **1.5 Main Aim**

The main of this study focuses on the HR roles in the field of motivation, training, and recruitment in achieving quick growth of an organization, a case study with a firm in Nigeria.

### **1.6 Significance of the Study**

HR has important parts to play in the organizational development process. It can develop strategies, methods, services, and processes to understand knowledge work, and talent. HR's ability to align organizational goals enables them to monitor how well its organizational development (OD) programs are working closely. Gunigle et al (1997), the core significance of HRM includes the following:

Help to incorporate the records of the employee, policies, practices, and personnel working condition information system.

Help to influence the organizational culture, values, and processes and develop personnel strategies and policies.

Relations: help to work in alliance with industrial relations, involvement of the employees and their communication participation, welfare, and employee services.

Will help incorporate HR plans, recruitment, and selection and as well, develop and terminate employment.

Reward Management: Will help to administrate the reward selection techniques, payments, and other benefit systems

Employee Development: Incorporating training and development, career development, and performance management.

Above all, the study will be important to business managers, most especially human resources managers, business owners, and those that engaged in business organizational operations, and help societies to get insight into running and managing a business to success.

Reveal to society and help the Government the benefit of creating a conducive environment; socially, politically, economically, and technologically at all levels of legal business activities.

### **1.7 Scope of the Study**

The scope of the study is within the Emerald Food and Beverage company limited IMO State Nigeria. And the University of Nigeria. The study covers the management, and administrative staff of Emerald Food and Beverage Company and the business lecturers at the University of Nigeria.

### **1.8 Definition of Terms**

Human resource role: it is an employment role that involves supervision of all other staff for business aims and achievement. In the context of human resources (HR), a role refers to a set of responsibilities and tasks that are assigned to an individual within the HR department or function. Roles within HR can vary depending on the size and needs of the organization, as well as the level of the individual within the HR department. According to the Merriam-Webster dictionary (2023), a role is defined as follows: As an individual's status in a particular society determines the socially expected behavior patterns, a character is assigned



or assumed. This character may involve fulfilling specific functions or performing particular parts within a given operation or process.

Management strategies: are the methods, techniques, procedures, and processes that managers use to support their employees through the implementation of their job responsibility process. According to (Wheelen and Hunger, 2017), (Investopedia, 2021), (and Harvard Business Review, 2019), Management strategy can also be referring to those approaches an organization takes to achieve its goals and objectives. It involves making decisions about the allocation of resources, prioritizing initiatives, and determining how best to utilize an organization's strengths and competitive advantages. Effective management strategy helps organizations to adapt to changes in the marketplace, remain competitive, and achieve long-term success.

Organization: a small group of different individuals from different fields of life coming together as a legal entity for a common purpose.

According to Robbins and Coulter, 2018), (Business Dictionary, 2021), (Management Study Guide, 2021), An organization is a group of people who work together to achieve a common goal or objective. It can refer to a business, nonprofit, government agency, or any other entity that is structured to accomplish a specific purpose. Organizations can be large or small, formal, or informal, and can operate in a variety of industries and sectors.

(Etuk, et al., 2014). small enterprises or organizations An organization's definition can be established by considering specific criteria, which may include turnover, number of employees, profit, capital employed, available finance, market share, and relative size within the industry. This definition can be based on either quantitative or qualitative variables.

Quantitative definitions primarily focus on expressing the size of the organization using monetary terms such as turnover, asset value, and profit. Additionally, qualitative indicators like the number of employees, company value, or prospects are also taken into account. These qualitative factors often involve non-quantifiable information such as management expertise, industry cycles, the strength of research and development, and the quality of employee relationships.

By considering a combination of quantitative and qualitative criteria, organizations can establish a comprehensive definition that encompasses both financial and non-financial aspects. This definition serves as a basis for understanding and assessing the size and overall standing of an organization within its industry. Akosile 2001, and Aguinis 2009, the effectiveness of an organization solely relies on the knowledge and ability of the human resources manager and his employees toward the development of an organization.

Worley (2005) sees it as transfer of behavioral scientific knowledge of human resources to the planned development, improvement, and reinforcement of employees and strategies, structures, and processes leads to organization effectiveness in organization development."

### **1.9 Limitation of the Study**

There are certain limitations of the study which will be based on certain conclusions that can be made, such as some of the data collection may lack comparability due to questions that were asked or data collection changes. Since it involves admin staff, business lecturers, and managers, the data collected will not give the same answers.

### **1.10 Delimitation of the Study**

The delimitation of the study is the excluded subjects: Such as the private life of the lecturer, the management, and the administrative staff which will not be reviewed. And the weaknesses will not be exposed in the course of this study.

## CHAPTER TWO

### 2.1 Literature Review

The human resources role (HR) in developing an organization has been extensively studied in the literature, with many scholars emphasizing the strategic importance of HR management. This literature review will summarize some of the key findings from recent studies on the role of HR managers in developing organizations.

One of the critical primary roles HR managers strongly work on is to manage the workforce also create a positive work environment. Research has shown that a positive work environment can lead to increased job satisfaction, productivity, and employee retention (Kossek & Michel, 2011). HR managers can create a positive work environment by promoting a culture of collaboration, open communication, and work-life balance.

In addition to managing the workforce, HR managers also play critical characters in redesigning the values and culture of the organization. Organizational culture can influence employee behavior, productivity, and overall performance (Schein, 2010). HR managers can shape the organizational culture by defining the company's values, goals, and mission and aligning them with the employees' needs and aspirations.

Another important aspect of the HR manager's role is to ensure compliance with labor laws and regulations. HR managers must stay up to date on the latest labor laws and regulations and ensure that the organization is compliant with them. Failure to work in line with labor laws and regulations can lead to costly legal issues and also destroy what the organization is known for.

HR managers also play a vital role in managing employee relations, ensuring that all employee grievances are handled fairly and promptly. They can promote a positive employee relations climate by providing opportunities for employee feedback, addressing employee concerns, and resolving conflicts (Berman et al., 2019).

Finally, HR managers are responsible for finding out ways and carrying out techniques that support the growth and success of the organization. This includes creating actions to train and

initiate a program that builds employee capacity and awareness to do better in their duties by ensuring that compensation and benefits packages are competitive and attractive to top talent and fostering employee engagement and motivation.

In summary, the literature on the role of human resources managers in developing organizations highlights the strategic importance of HR management. Human resources managers are always engaged in critical activities expressly for the purpose of managing the workforce, shaping the organizational culture, ensuring compliance with labor laws and regulations, managing employee relations, and developing and implementing HR strategies that support organizational growth and success.

Overall, the literature suggests that HR managers are essential to an organization's success, and their role should not be underestimated. By managing the workforce, shaping the organizational culture, ensuring compliance with labor laws, and developing HR strategies that support organizational growth, HR managers capacitate organizations mostly in the area of top talents attraction and maintenance, increase the performance value of the employee's performance, and achieve their strategic objectives.

Moreover, recent studies have emphasized the need for HR managers to embrace technological advancements, such as artificial intelligence (AI) and data analytic, to enhance their HR management practices. For instance, AI-powered tools can help HR managers identify top talent, assess employee performance, and provide personalized learning and development opportunities. Similarly, data analytic can help HR managers identify areas of the organization that require improvement and make data-driven decisions that support organizational growth.

In conclusion, the literature on the role of HR managers in developing organizations highlights the strategic importance of HR management. HR managers play a critical role in managing the workforce, shaping the organizational culture, ensuring compliance with labor laws and regulations, managing employee relations, and developing and implementing HR strategies that support organizational growth and success.

## **2.2 Human resources management**

In this department, HR managers are effectively engaged and involved in the process of managing an organization's workforce to get the positive achievement of its goals and objectives. This involves a wide range of activities, including the attraction of top talents, maintenance and retention, developing workers' skills, and competencies, and creating a good work environment. In this response, I will explain the concept of HRM in more detail, providing examples and citations to support the discussion. One of the primary goals of HRM is to make sure that talents are employed, maintained, and retained. This involves several activities, including recruiting, hiring, and on boarding new employees. For example, companies may use a variety of platforms for job recruitment, such as job boards, social media, and employee referrals, to attract a diverse pool of candidates. They may also use pre-employment assessments and interviews to evaluate candidates' skills and fit with the company culture. Once hired, new employees may undergo an on boarding program that introduces them to the culture, procedures, and policies of the company. This can help to guarantee the capability of the new employees to integrate smoothly into the organization and begin contributing to its success.

Another key aspect of HRM is employee development. This involves providing employees with opportunities to improve their skills and competencies, as well as to advance in their careers. For example, companies may develop a program for the skills, knowledge, and competency development of their employees or offer to improve existing ones. They may also provide opportunities for employees to participate in job rotations or to work on cross-functional teams, which can broaden their experience and help them to develop new perspectives.

In addition to attracting and developing top talent, HRM also involves creating a positive work environment. This includes promoting a culture of respect and inclusion, as well as providing employees with opportunities for work-life balance and flexibility. For example, companies may offer telecommuting options, flexible work hours, or job-sharing programs to accommodate employees' needs and preferences.

They may also provide wellness programs or employee assistance programs that help employees to manage stress and maintain their overall well-being. Human resources management effectively looks forward to managing an organization's workforce, including hiring, training, compensation, benefits, performance management, and development. HRM aims to maximize employee productivity and efficiency while also supporting the organization's strategic objectives and goals.

One of the key functions of HRM is recruitment and selection. This involves identifying and attracting qualified candidates for job openings within the organization. HRM professionals employ various methods that help to find applicants that are capable to handle a given job position through; job postings, employee referrals, and recruitment agencies. They then screen resumes and applications, conduct interviews, and perform background checks to select the best candidate for the job.

Once employees are hired, HRM is responsible for ensuring they receive appropriate training and development opportunities. This includes orientation to the organization and its culture, as well as ongoing training to improve skills and knowledge. HRM also provides support for employees to achieve their career goals, through mentoring, coaching, and career planning. Mathis, R. L., & Jackson, J. H. (2019). *Human Resource Management and Engage Learning*.

Another important function of HRM is performance management. HRM professionals work with managers to establish clear performance goals and expectations for employees, and then monitor progress and provide feedback on performance. This can involve formal performance reviews, as well as ongoing coaching and feedback throughout the year. Bratton, J., & Gold, J. (2017). *Human Resource Management: Theory and Practice*. Palgrave Macmillan.

HRM is also responsible for managing employee compensation and benefits. This includes setting salaries, bonuses, and other incentives, as well as administering benefits such as health insurance, retirement plans, and paid time off.

HRM professionals must ensure that compensation and benefits are competitive with other organizations in the industry, while also balancing the organization's financial constraints.

Overall, HRM plays a critical role in ensuring that an organization's workforce is effective, efficient, and motivated. By focusing on recruitment, training, development, performance

management, and compensation, HRM professionals can help organizations achieve their strategic objectives and succeed in a competitive marketplace.

### **2.3 The Role of Human resources management**

Human resources roles seek to communicate between two parties or groups which has to do with the employers and the employees to ensure that both groups are supplied with the necessary job safety measures. In either capacity, the HR help always looks forward to maintaining the organizational structure and steadfast adherence to strict morals or ethical codes in the workplace. They can on certain occasions be regarded as the company disciplinary executives to achieve organizational efficiency and provide supportive obligations or responsibilities as discussed earlier in this study. They ensure employees' benefits and necessary payments are made, inspect or examine employee deployment, aimed to initiate a workplace for employees and employers to put in high-performance effort toward the achievement of the organization's set of objectives which in turn gradually leads to its organization development.

Organizations always aspired to attract, motivate, and retain employees that are qualified to correspond with a job they are well suited for. The only way Human resources managers get these missions accomplished is by directing the administrative obligations of the human resources departments mostly by overseeing:

Plans and use the best employee talent to coordinate the organizational workforce.

Link employees with the management of the organization.

Inspect the benefit platforms programs of the employees.

Act as a person consulted to give advice to other human resources management issues, like Coordinate and supervise the work of specialists and support staff, while ensuring compliance with regulations such as equal employment opportunity and sexual harassment. Oversee the recruitment, interview, selection, and hiring processes within the organization. Take charge of staffing issues, including mediating disputes and directing disciplinary procedures.

### **2.3.1 Talent Acquisition**

HR managers are responsible for attracting, sourcing, and recruiting high-potential talents. According to 'The Society for Human Resource Management' (SHRM), "talent acquisition and management" was cited as one of the top challenges facing HR professionals (SHRM, 2020).

### **2.3.2 On-boarding and Training**

Once new hires are selected, HR managers are responsible for on boarding and training them. On boarding is the process of integrating new employees into an organization and providing them with the necessary information, tools, and resources to become productive members of the team. Training, alternatively, refers to the process of providing specific capacity and awareness of a particular knowledge on some specific job to employees to help them perform their job functions effectively. A study published in the Journal of Management found that effective on boarding programs can improve satisfaction, performance, and job commitment organization (Bauer, et al., 2007).

Both on boarding and training are essential for ensuring that new employees are successful in their roles and make their own quotes of contribution to the organization's overall success. According to the 'Society for Human Resource Management' (SHRM), effective on boarding can improve employee retention rates by 82% and productivity by over 70% (SHRM, 2021). Similarly, research by the Association for Talent Development (ATD) found that companies with good training programs have 218% higher income for each employee than those with less comprehensive training programs (ATD, 2019).

Effective on boarding and training programs ought to be tailored to some definite or specific requirements of the organization and its employees. They should also be ongoing and provide opportunities for feedback and continuous improvement.

One approach to on boarding and training is the 70-20-10 model, which suggests that 70% of learning should occur through on-the-job experiences, 20% through interactions with others, and 10% through formal training (Lombard o & Eichinger, 1996).



In summary, on boarding and training are critical components of employee development and organizational success. Effective programs should be tailored to the organization's specific needs and provide ongoing opportunities for feedback and improvement.

### **2.3.3 Compensation and Benefits**

HR managers design and administer compensation and benefits packages for employees. According to a report by Pay-scale, "developing a fair and competitive compensation strategy" is one of the most important responsibilities of HR professionals (Pay-scale, 2018).

### **2.3.4 Employee Relation**

Employee relations refers to the management of the relationship between an organization and its employees. It involves the establishment and maintenance of a positive and productive work environment where employees feel valued, respected, and supported. Effective employee relations can lead to increased employee satisfaction, productivity, and retention, as well as improved organizational performance. The goal of employee relations is to create a workplace culture that fosters open communication, mutual trust, respect, fairness, and collaboration. It also involves addressing and resolving workplace conflicts and issues, providing opportunities for professional development and growth, and promoting work-life balance. HR managers are responsible for maintaining positive employee relations by creating a supportive work environment, resolving conflicts, and addressing employee concerns. A study published in the International Journal of Business and Management found that effective employee relations can improve employee satisfaction and reduce turnover (Zhang, et al., 2013). Employee relationship management (ERM) is a strategic approach to managing and enhancing the relationships between employees and the organization.

ERM involves establishing and maintaining positive and productive relationships between employees and the organization, as well as among employees themselves. The ultimate goal of ERM is to create a workplace culture that is characterized by mutual trust, respect, and collaboration.

### **2.3.5 Maintain Company Culture**

HR managers have the responsibility of developing and upholding the organizational culture, values, and norms. They ensure that the culture is in line with the organization's mission, vision, and strategic goals, while also fostering the development and growth of employees.

### **2.3.6 Leadership and Development**

HR professionals help identify and develop future leaders within the organization and support the development of leadership skills at all levels.

### **2.3.7 Goals Alignment**

HR managers play a crucial role in developing and implementing HR strategies that are in alignment with the overall goals and objectives of the company. As stated in a report by McKinsey & Company, "HR can have a significant impact on defining and executing an organization's strategy" (Boudreau & Rams-tad, 2016).

## **2.4 Key Components of ERM**

**Communication:** Effective communication is critical for maintaining positive employee relationships. Organizations must establish clear communication channels, provide timely and relevant information, and encourage feedback from employees (Cushway, 2017).

### **2.4.1 Conflict resolution**

Conflicts can arise in any workplace, but effective conflict resolution strategies can help minimize their impact. Organizations must provide training and support for managers and employees to effectively address conflicts constructively (Kramer et al., 2014).

### **2.4.2 Employee engagement**

Employees that are fully engaged in their duties are more likely to be productive, satisfied, and committed to the organization. Organizations' HR must implement strategies to foster employee engagement, such as making changes or progress for growth and development, recognizing rewards present for the employees and their contributions, also promoting work-life balance (Saks, 2006). HR managers must also create and implement programs and initiatives that promote employee engagement and satisfaction. This includes providing a

positive work environment, recognizing, and rewarding employee contributions, and promoting work-life balance.

### **2.4.3 Work-life balance**

Organizations must also consider employees' personal needs and priorities, such as their work-life balance. A work arrangement that is flexible to the employees should be made available by the organization for easy workflow such as telecommunication and schedule flexibility so as ensure there's a balance in the workplace for employees and their personal responsibilities, (Greenhaus et al., 2010).

By implementing effective ERM strategies, organizations can improve employee satisfaction, retention, and productivity. ERM also helps organizations build a positive reputation and attract top talent.

### **2.4.4 Performance management**

HR managers develop and implement performance management programs that include setting goals, providing feedback, and conducting performance evaluations. According to a survey by SHRM, "performance management" was cited as one of the top HR challenges facing organizations (SHRM, 2020).

Measurement, employee motivation, and professional development are all aspects of performance management. And may refer to a collection of management practices and behaviors with the objective of boosting and increasing the output of certain workers who have a direct impact on the organizational output. Individual employee performance as well as the approach or techniques used by HR to improve organizational performance which may be impacted by management style. As a result, in order to enhance performance and management, a number of other elements need to be taken into account, such as other organizational objectives that may be utilized as a source of information when making decisions regarding the staff, their intended growth, and the development of the organization as a whole (Kubiak, 2020)

Effective performance management is essential for maintaining positive employee relationships. Organizations must establish clear performance expectations, provide regular

feedback and coaching, and reward employees for their achievements (Latham & Locke, 2007).

**Diversity and inclusion:** Creating a diverse and inclusive workplace is critical for maintaining positive employee relationships. Organizations must establish policies and practices that promote diversity and inclusion, such as providing equal opportunities for all employees, valuing different perspectives, and addressing bias and discrimination (Jackson et al., 2003).

## **2.5 Objective of performance management**

The objective is an ongoing process that involves establishing clear expectations, providing feedback, and evaluating individual and team performance against predetermined goals. The objectives of performance management can vary depending on the organization's mission and strategy, but some common objectives include:

### **2.5.1 Improving Organizational Performance**

Performance management is designed to align individual performance goals and behaviors with the overall objectives of the organization. By setting clear expectations and providing feedback, organizations can improve employee performance and contribute to the achievement of organizational goals (Aguinis, 2009).

### **2.5.2 Enhancing Employee Development**

Performance management provides employees with the opportunity to receive feedback on their performance and to identify areas for improvement. This feedback can be used to develop skills, knowledge, and competencies that are important for the employee's career growth and advancement (Armstrong & Baron, 2005).

### **2.5.3 Motivating and Engaging Employees**

Performance management can be used to motivate and engage employees by setting clear goals and expectations and providing feedback on their progress. By aligning individual performance goals with the organization's objectives, employees are more likely to feel engaged and committed to their work (Dennis & Richard, 2006).

#### **2.5.4 Identifying and Addressing Performance Issues**

Performance management provides a framework for identifying and addressing performance issues. By providing feedback on areas of improvement, organizations can help employees address performance issues and improve their overall effectiveness (Fletcher, 2001).

#### **2.5.5 Making Informed Decisions about Rewards and Recognition**

Performance management provides the basis for making informed decisions about rewards and recognition. By evaluating individual and team performance against predetermined goals, organizations can determine who should be recognized and rewarded for their contributions (Murphy & Cleveland, 1995).

#### **2.5.6 Ensuring Legal Compliance**

Performance management can help ensure legal compliance by providing a framework for objective and fair performance evaluations. This can help organizations defend against legal claims related to discrimination, wrongful termination, and other employment-related issues (Pulakos, 2004). HR managers also take the responsibility of ensuring that the company remains in compliance with labor laws and regulations, which include equal employment opportunity laws, wage and hour laws, and health and safety regulations. According to a survey by the National Small Business Association, compliance with government regulations was cited as one of the top HR challenges facing small businesses (NSBA, 2019).

#### **2.5.7 Planning for Succession**

Performance management can also be used to plan for succession by identifying high-potential employees and developing them for leadership roles in the organization (Warner & De-simone, 2012).

Overall, the objectives of performance management are to improve organizational performance, enhance employee development, motivate, and engage employees, identify, and address performance issues, make informed decisions about rewards and recognition, ensure legal compliance, and plan for succession. By achieving these objectives, organizations can improve their overall effectiveness and achieve their strategic goals.

## **2.6 Employee Relations and Organizational Performance**

Positive employee relations can lead to improved organizational performance, while negative employee relations can have a detrimental effect on performance. The following are some ways in which employee relations can impact organizational performance:

### **2.6.1 Employee productivity**

To initiate a highly productive performance, the employees must not be neglected. This is because they act as machinery to organizational high productive output and serves as success generators to organizations. If there's a good relationship, flexible work schedules, and good remuneration for job performance, the employee will always give their best to the organization. Positive employee relations can lead to increased employee efficiency in producing highly productive performance in their productivity. For employees to be more likely motivated and committed, the organization must show them that they are valued, supported, and engaged, (Dessler et al., 2016).

### **2.6.2 Employee retention**

Positive employee relations can also improve employee retention. When employees are satisfied with their work environment, they are more likely to stay with the organization, reducing turnover rates and associated costs (Ogbonna & Harris, 2004).

### **2.6.3 Innovation and Creativity**

Positive employee relations can foster innovation and creativity only when the employees are not looked down on or neglected, they act as initiators when they are allowed to showcase their knowledge, skills, and ideas coming from different carrier aspects. When employees feel comfortable sharing ideas and perspectives, they are more likely to contribute to the organization's innovation and growth (Saridakis et al., 2017).

### **2.6.4 Customer Satisfaction**

Positive employee relations can also lead to improved customer satisfaction. When employees are happy and engaged, they are more likely to provide quality service and positive experiences for customers, which can enhance the organization's reputation and customer loyalty (Chaudhary & Sharma, 2012).

### **2.6.5 Reputation**

Positive employee relations can also improve the organization's reputation. If employees acknowledge that they are supported and valued, which may trigger them to speak positively about the organization to others, which can attract top talent and enhance the organization's brand image (Ha-meed et al., 2012). Above all, positive employee relations can lead to improved employee productivity, retention, innovation, customer satisfaction, and reputation, which can ultimately improve organizational performance.

### **2.7 Types of Human Resources Managers**

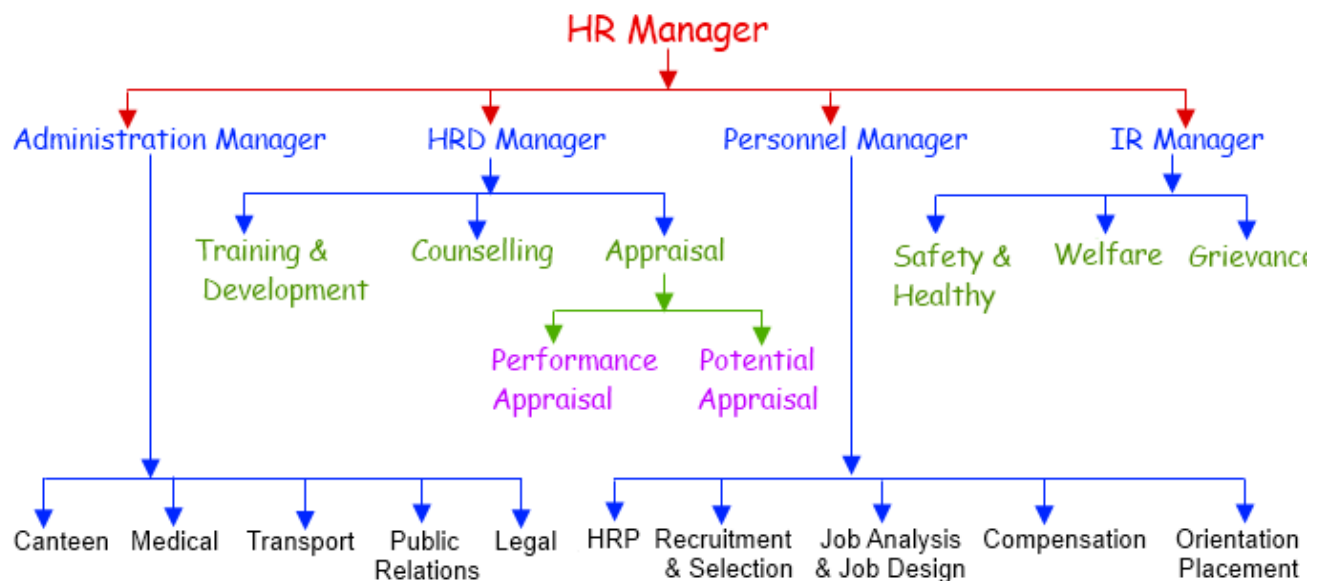
Labor relations directors, also known as employee relations managers: This category of manager is in charge of policies that have to do with employment whether in union settings or non-union settings. This management category relates to drafting and administering labor contracts that have to do with issues on safety and health, wages, welfare, or benefits between the management and employees and also coordinating grievance procedures.

Payroll managers or supervise an organization's payroll department: This management category oversees the payroll aspect within an organization. This department processes and ensures that payments are made on time. They administer payroll procedures, prepare reports for the accounting department, and resolve payment issues.

Personnel manager or recruitment manager or sometimes called staffing manager: this department oversees recruitment and selection, job analysis and job design, compensation, and orientation and placement. This department supervised the recruiter's team or took up the recruiting duties. They developed recruiting strategies and job designs to meet the needs of the organization and competitive level.

Administrative manager: this department oversees the public ration, laws, medicals, and transport.

## 2.8 Theoretical Framework



[www.whatishumanresource.co](http://www.whatishumanresource.co)

Recruitment and Hiring; many firms place a high premium on hiring and recruiting in order to draw in and keep the top personnel in the sector. By managing the hiring and recruiting process, HR managers play a crucial part in securing the company's future. In order to have a better understanding of an available job, including its specifications and desirable applicant traits, HR may first consult with a department manager or supervisor. The HR division may then provide a recruitment plan. This might include making job posts both internally and outside, reviewing incoming candidates' resumes and other application materials, and doing preliminary interviews. Professional reference checks and background checks may also fall within the purview of HR to confirm that applicants are qualified to work for the organization.

Training and Development: A human resources department's duties include more than merely hiring capable workers. HR managers could also be in charge of starting staff development efforts to retain talent and stay competitive. Since investing in training and development helps both companies and workers, this might comprise extra job training, professional development programs, or educational opportunities that enable people to grow and develop in their existing jobs. Employers could see increased worker productivity and decreased turnover rates as a result. When workers realize that their employer cares about their professional growth, it may make them feel more appreciated, improve their job happiness,



and encourage them to stay with the business and put in more effort to expand its organization.

Create a safe work environment; HR is in charge of overseeing benefits as well as ensuring the physical and emotional security of workers while they are at work. HR is responsible for making sure the workplace is safe physically, usually by conducting worksite analyses and implementing hazard prevention and control measures. Through risk management training, HR also builds safety programs and disseminates details on protocols and procedures for any possible emergency situations.

To ensure workplace safety, a company must follow all applicable federal, state, and local employment laws and regulations. It is the duty of the HR department to ensure respect and dignified working conditions for all personnel. They must also make sure that workers are shielded from actions like exploitation, intimidation, harassment, and discrimination. Employees, managers, and supervisors may attend training classes to learn how to spot harmful behaviors and how to report them when necessary.

Handle disciplinary actions: To avoid any further dispute or escalation, HR must understand how to manage difficult and sometimes complex terminations and disciplinary processes. This can include establishing a defined disciplinary procedure, whether it starts with a written warning and progresses to suspensions or demotions as the severity increases.

Additionally, HR may seek legal advice to make sure the business complies with the law, preventing any improper circumstances and ensuring litigation. In the end, HR departments have a duty to uphold the dignity and humanity of their workers while upholding the organization's rules and legal obligations

Manage Employee Benefits: Managing employee benefits is a critical responsibility of HR departments within organizations. These benefits can include both mandated and voluntary offerings. While certain benefits such as Social Security, unemployment, and worker's compensation are legally required, additional benefits like paid time off, disability income, and gym reimbursements are provided voluntarily as incentives for employees.

The range of employee benefit programs can vary from one organization to another. Some companies may implement employer matching programs, where the employer matches an

employee's contributions to their retirement fund. Others may focus on comprehensive health insurance plans to attract and retain talent. The specific benefits provided depend on the organization's priorities, budget, and industry norms.

Effectively managing employee benefits requires HR managers to possess in-depth knowledge of the company's benefit programs. They need to understand the intricacies of each program, including eligibility criteria, enrollment processes, coverage details, and any associated costs. This expertise enables HR managers to provide accurate information to employees and address any questions or concerns they may have regarding their benefits.

Furthermore, HR managers must stay up-to-date with changes in regulations and laws that impact employee benefits. Compliance with legal requirements is crucial to ensure the organization meets its obligations and avoids any penalties or legal issues.

Managing employee benefits also involves administrative tasks, such as processing enrollment forms, updating employee records, and coordinating with benefit providers. HR departments are responsible for communicating benefit options to employees, facilitating open enrollment periods, and assisting employees in understanding their available choices.

Additionally, HR managers play a crucial role in evaluating the effectiveness of existing benefit programs and making recommendations for improvements. They may conduct surveys or gather feedback from employees to assess satisfaction levels and identify areas where enhancements can be made.

In summary, managing employee benefits is a complex undertaking that requires HR managers to have a comprehensive understanding of the organization's benefits programs. They must effectively communicate these programs to employees, handle administrative tasks, ensure compliance with legal requirements, and continually evaluate and enhance the offerings to meet the evolving needs of the workforce

## **2.9 Models of Human Resources Management (HRM)**

**The Harvard Model of HRM:** The Harvard model of HRM views employees as valuable assets and emphasizes the importance of meeting their needs to achieve organizational goals. The model consists 4 policy areas such as: human resource flows, reward systems, employee

influence, and work systems (Beer, Specter, Lawrence, Mills, & Walton, 1984). For example, Google is known for its employee-centric HR policies, such as its flexible work arrangements, generous parental leave, and extensive training and development opportunities. These policies help Google attract and retain top talent, which in turn contributes to the company's success (Morrison, 2018).

**The Guest Model of HRM:** The Guest model of HRM emphasizes the importance of integrating HR policies with the overall strategy of the organization. The model consists of six HR practices such as selection, training, appraisal, rewards, involvement, and flexibility (Guest, 1997). For example, Southwest Airlines is known for its unique HR policies, such as its focus on hiring for attitude rather than experience, its extensive training and development programs, and its profit-sharing plan for employees. These policies are aligned with the company's overall strategy of providing low-cost, high-quality air travel, and have contributed to the company's success (Smith, 2017).

**High-Performance Work System (HPWS) Model:** The HPWS model emphasizes the importance of creating a work environment that enables employees to perform at their best.

### **2.10 The Components of the HRM Model**

The model consists of four components: selection, training, performance management, and compensation (Huselid, 1995). For example, Zappos, an online retailer known for its emphasis on customer service, has implemented several HR policies designed to create a high-performance work environment. These policies include a focus on cultural fit in the hiring process, extensive training and development programs, and a unique performance management system that emphasizes peer feedback and coaching (Gebauer, Low, & Weymouth, 2015).

Overall, these models of HRM provide frameworks for understanding the role of HR policies and practices in achieving organizational goals. While each model has its strengths and weaknesses, they all emphasize the importance of aligning HR policies with the overall strategy of the organization and creating a work environment that enables employees to perform at their best.

## **2.11 Organizational Goals and Alignment**

Aligning Goals, HR practices should be aligned with the business goals of the organization. This means that HR should focus on developing and implementing policies and procedures that support the achievement of the organization's strategic objectives. For example, if the business goal is to increase innovation, HR may implement policies that encourage creativity and risk-taking, such as providing employees with time to work on innovative projects.

HR strategies should be aligned with the business goals of the organization. It should focus on recruiting, developing, and retaining employees who have the skills, knowledge, and abilities to help the organization achieve its strategic objectives. HR should also focus on creating a positive work environment that fosters employee engagement and productivity. For instance, if the business goal is to increase revenue, HR may focus on hiring sales professionals who have a proven track record of success and who can help the organization achieve its revenue targets.

## **2.12 Measuring the Alignment of HR Strategies and Practices**

Measuring the alignment of HR strategies and practices with the organization's overall goals and objectives is crucial. This can be achieved through the use of performance metrics, including employee turnover, engagement, and productivity. Gathering feedback from employees through surveys and focus groups is another effective way to assess the effectiveness of HR strategies and practices in supporting the organization's goals.

Southwest Airlines serves as an example of an organization that is recognized for its successful alignment of HR strategies and practices with its overall goals and objectives. The company's business goal is to provide excellent customer service, and HR strategies and practices are aligned with this goal.

For example, the company focuses on recruiting employees who have a passion for customer service and provides extensive training and development to help employees deliver exceptional customer experiences. The company also has a strong culture of teamwork and collaboration, which supports the achievement of the organization's strategic objectives (SHRM, 2021).

Above all, Ensuring the alignment of HR strategies and practices with the organization's overall goals and objectives is crucial for the success of HR and the fulfillment of the organization's mission and vision. By prioritizing the recruitment, development, and retention of employees who possess the necessary skills, knowledge, and abilities to contribute to the achievement of strategic objectives, as well as implementing supportive policies and procedures, organizations can maintain a competitive advantage in the marketplace.

Strategic alignment refers to the degree to which human resource strategies and practices are in harmony with the overall goals and objectives of the organization (Becker, B. E., & Gerhart, B., 1996). The objective of the organization is to ensure that HR plays a pivotal role in contributing to the accomplishment of its mission and vision. In this response, I will explore the extent of alignment between HR strategies and practices and the organization's goals and objectives, supported by relevant citations and examples.

Ensuring alignment between HR practices and the business goals of the organization is essential. HR should prioritize the development and implementation of policies and procedures that support the achievement of strategic objectives (Huselid, M. A., 1995). To foster creativity and risk-taking, HR should encourage initiatives like providing employees with dedicated time for innovative projects.

The alignment of HR strategies with the organization's business goals is equally crucial. HR should concentrate on recruiting, developing, and retaining employees who possess the necessary skills, knowledge, and abilities to contribute to the achievement of strategic objectives. Creating a positive work environment that promotes employee engagement and productivity is also an important focus for HR. For example, if the business goal is to increase revenue, HR may emphasize hiring sales professionals with a proven track record of success who can help the organization meet its revenue targets.

### **2.13 Challenges and Opportunities Organizations Faced in Managing Their Workforce Effectively**

Managing the workforce effectively is a critical task for organizations. Here are some of the challenges and opportunities that organizations face in managing their workforce effectively, with citations and examples:

### **2.13.1 Attracting and Retaining Top Talent**

This is one of the most significant challenges organizations face. The talent competition is intense, and organizations need to offer competitive compensation packages, benefits, and work-life balance to attract and retain top talent.

According to a survey by Linked-in, 70% of talent professionals say attracting top talent is a top priority for their organization (Linked-in, 2021). For example, Google offers a comprehensive benefits package that includes health insurance, retirement plans, paid vacations, and flexible work arrangements to attract and retain top talent (Google, n.d.).

### **2.13.2 Managing a Diverse Workforce**

The workforce today is more diverse than ever before, with people from different cultures, backgrounds, and generations working together. Organizations need to create a culture of inclusion that embraces diversity and encourages collaboration. Failure to do so can lead to decreased productivity, poor employee morale, and increased employee turnover. Research conducted by Deloitte reveals that companies with inclusive cultures are six times more likely to be innovative and twice as likely to meet or surpass their financial targets (Deloitte, 2019). IBM serves as an example of an organization that has taken proactive steps to foster a culture of inclusion. They have implemented various diversity and inclusion programs such as the Women in Technology program and a Neuron-diversity program specifically designed for individuals with autism (IBM, n.d.).

### **2.13.3 Developing the Skills of Employees**

Organizations need to invest in the development of their employees to keep pace with the changing business environment. This involves providing training, coaching, and mentoring opportunities to help employees learn new skills and advance in their careers. According to a survey by Linked-In, 68% of talent professionals say that employee development is a top priority for their organization (Linked-In, 2021). For example, General Electric (GE) has a leadership development program that helps employees develop their leadership skills and prepares them for higher-level positions (GE, n.d.).

#### **2.13.4 Managing Remote and Virtual Teams**

The recent pandemic has expedited the shift towards remote work, necessitating organizations to swiftly adapt to managing remote and virtual teams. This transition has brought forth fresh challenges in communication, collaboration, and performance management.

As per a study conducted by Gartner, 82% of business leaders intend to incorporate remote work to some extent even after the pandemic subsides (Gartner, 2020). To illustrate, Zoom has emerged as a prominent platform for virtual meetings, while organizations have proactively sought innovative means to maintain connectivity with their remote workforce.

#### **2.13.5 Balancing Flexibility and Accountability**

Organizations need to strike a balance between providing flexibility to their employees and holding them accountable for their performance. This involves setting clear expectations, providing feedback, and creating a culture of trust. For example, Netflix has a unique approach to managing its employees, which is based on freedom and responsibility. Employees are given the freedom to decide how they work, but they are also held accountable for their performance (Netflix, 2021). In conclusion, managing the workforce effectively is a complex and challenging task for organizations. However, by addressing these challenges and seizing the opportunities, organizations can create a culture that attracts top talent, fosters collaboration, and drives performance.

### **2.14 Organizational Development**

Organizational development (OD) is a planned and systematic approach to improving the effectiveness of an organization by changing its culture, structure, and processes. OD is based on the idea that organizations are dynamic systems and that changes in one area of the organization can have ripple effects throughout the entire system. In this response, I will discuss organizational development in detail, along with relevant citations and examples.

#### **2.15 Definition and Goals of OD**

Organizational development is a process of continuous change aimed at improving the overall effectiveness of an organization. The goals of OD include increasing organizational

effectiveness, improving employee satisfaction and engagement, and enhancing the ability of the organization to adapt to change.

OD involves a range of interventions, including team building, leadership development, process improvement, and culture change.

## **2.16 OD Consultants/Intervention Programs**

OD consultants are external experts who are brought in to help organizations identify areas for improvement and to develop and implement interventions aimed at improving organizational effectiveness. OD consultants work closely with organizational leaders and employees to design and implement changes and to monitor and evaluate the effectiveness of interventions. Examples of OD Interventions: Many different types of OD interventions can be used to improve organizational effectiveness. Some common examples include:

### **2.16.1 Leadership Development Programs**

These programs aim to improve the leadership skills of managers and supervisors and to develop a culture of leadership throughout the organization.

### **2.16.2 Team-building interventions**

These interventions aim to improve the effectiveness of teams by promoting communication, collaboration, and trust. And also streamline processes and eliminate waste, to improve efficiency and reduce costs.

### **2.16.3 Culture Change Initiatives**

These initiatives aim to shift the culture of the organization in a more positive and productive direction, to improve employee satisfaction and engagement. For example, Procter & Gamble (P&G) implemented an OD intervention aimed at improving the effectiveness of its product development process. The intervention involved the creation of cross-functional teams that included representatives from multiple departments, as well as the development of new processes and tools to support collaboration and innovation.



The intervention resulted in significant improvements in the speed and quality of product development, as well as increased employee satisfaction and engagement (Kotter, 2012).

Above all, organizational development is a process of continuous change aimed at improving the overall effectiveness of an organization. The goals of OD include increasing organizational effectiveness, improving employee satisfaction and engagement, and enhancing the ability of the organization to adapt to change. OD consultants play a critical role in helping organizations identify areas for improvement and to develop and implement interventions aimed at improving organizational effectiveness. Many different types of OD interventions can be used to improve organizational effectiveness, including leadership development programs, team-building interventions, process improvement initiatives, and culture change initiatives.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 Introduction**

This section only discusses the techniques and processes by which the research task is carried out and completed. The chapter covers the design of the research, the population of the research, the sample size of the research, methods of data collection, procedures for data collection, data analysis, and ethical considerations.

A qualitative method was used for the study. The qualitative method of research study can be defined as the process of collecting and analyzing data that are non-numerical, for instance; text, videos, and audio to understand the concepts, opinions, and experiences. The study is based on qualitative and descriptive research study method which was chosen for this research study because according to (Parkinson & Dristan, Zola), qualitative or case studies results in a narrative, and descriptive account of a practice or setting. Ponterotto (2005), sees the term "qualitative methodology" as a wide range of experimental activities or techniques planned to describe, represent, assess, and examine the beliefs and behaviors of the participants in each outline or scenario. The research fully used a qualitative method of research which allows reasonable ideas and is supported by many points of view. Crewel (2014) attributed that information is directly gathered from the participators who are involved in the occurrence or event when using a qualitative technique. Likewise, this research fully involved the use of qualitative techniques to get information from the participants. Structured Semi- interview questions were fully used in the course of this research, also the involvement of every person was absolutely voluntary, the research was completely the acting of one's own free will or willingness, and there was no monetary involvement or any kind of benefits during the data collection process, the school lecturers, managers, and administrative staffs in Nigeria were all contacted via Google Meet and Whats-app. Data from the participant's characteristics or demographics, and also their perspectives or sentiments were made available in two parts using twelve interview questions to study human resources managers' role in the development of organizations in Nigeria.

Section A is the Demographic characteristics of the participants and the B section is the Open-ended section with interview questions. In spite of the advantages mentioned above, there are still restrictions or some limitations to qualitative research. Ch-oy (2014), insert that the biggest disadvantage of a research study has to do with qualitative research offers to favor or helpful to cultural interpretation or explanation since it takes time and could also miss some important certain information. He also went further saying, it's all because of participants' attitudes concerning the research topic which might impact the qualitative data, and objectively impossible to verify it. The partakers or the Participators usually have more influence or powers to affect the substance of the data collected as a result of it open-ended nature of the questions.

### **3.2 Research Design**

This research is particularly designed to ascertain the role of human resources managers as they work toward the development of organizations. The research design used in this study is a qualitative method of research. Qualitative information was gathered with the use of well-structured semi-interview questionnaires, Secondary data were gathered from other related literature reviews such as; journals, articles, and newspaper reports which were analyzed and explained for a better understanding of the respondent's points of view or perceptions of human resources managers' role in developing organizations.

### **3.3 Research Population**

The total population of the research study is the qualified administrative staff, and business managers within the Emerald Food and Beverages Nigeria Limited IMO State Nigeria, and the University of Nigeria. Which were randomly selected to be 20 participants. These participants were selected because they have in-depth knowledge of the role of human resources managers in developing an organization in Nigeria.

### **3.4 Sample Size**

The research sample size was based on twenty 20 subjects drawn from the population of the study. The distributed questionnaire was 20 which in return received 20 respondents who participated. Purposive sampling was used for the purpose of this study which forms part of non-probability sampling techniques targeted at a specific group in the population that have

good knowledge of the research topic. The researcher chooses purposive sampling because it is time efficient and easy to generalize sample size which was targeted at business lecturers, business managers, and the administrative staff of a business firm in Nigeria. The sampling technique is usually applied when the population is small, and the objective is to choose cases that are informative to the research study and the selected title.

### **3.5 Validity and Reliability**

The research instruments in both structured and semi-structured qualitative instruments were passed through research supervision, the truth or falsity of the data obtained was measured, and corrections were made and validated by examining the related literature. (Bums & Grove 2001) validity is defined as a measure of truth or falsity of the data obtained through the use of the research instrument which is classified as internal and external validity of the measuring instrument. The data that will be collected from the above participants will not be selected randomly but according to how ability, effectiveness, and competence they are in their field of work. Each response of the participants will be appropriately scrutinized in order to avoid some corrupt information.

### **3.6 Methods of Data Collection**

Data or information were collected using a well-structured semi-interview questionnaire to collect useful and reasonable qualitative information or data which were analyzed through thematically coded themes and templates for the presentation of the data collected in the discussion analysis in chapter 4 to clear and a better understanding of the result of the research study for the users. Individual tables were used for the interpretation and presentation of the findings from the twenty 20 participated participants which were scheduled according to the number of research questions involved in this study from questions 1 to 12.

### **3.7 Instruments for Data Collection**

The researcher uses questioning skills in collecting data. The data collection instrument explains the instrument the researcher used. A qualitative research approach was involved in the data collection with the use of well-structured semi-interview questionnaires which

consisted of 20 structured questionnaires to gather substantial data. The participants were interviewed via digital platforms such as WhatsApp, audio, and audio-visual conversations.

A structured semi-questionnaire was used to get data from primary sources by collecting substantial information from the targeted audience by empowering the participants to attend to important questions and analyze the elements. The questions were one demographic, twelve questions based on open-ended and information on the demographic, their opinions, and knowledge. A number of twelve-survey questions were constructed in respect of this research so as to obtain human resources managers' role in developing organizations. The changes and organization support, observations and facts on the participant's responses, and the meaningful employment of the participant's new knowledge and skills are essential and required for the full evaluation or assessment of this research topic. Guskey thought.

### **3.8 Procedures for data collection**

The data collection for this study was prepared electronically through Google form format and was distributed to the participants using the WhatsApp meetings platform to the 20 participants. The participants harmoniously and willingly accepted to participate in the research exercise with the tirelessly consistent and follow-up request of the researcher to the participants to fill up the forms. And also through the help of a senior business department lecturer that knows the reality and importance of this study that fosters the process of filling the forms by the participants within the business department settings at the University of Nigeria Nsukka, in Enugu State. The researcher applied through the ethics committee of near east university for an approval letter, and participants consented and participated in the study.

### **3.9 Analysis of Data**

For this study, the researcher developed a well-constructed theme which was used to categorize the respondent's replies on the topic. Information was recorded and grouped based on related meanings, (Fereday & Muir-Cochran e, 2006). (Brawn and Clarke, 2012) sees themes as a concentrated pattern of grouping knowledge and understanding patterns of certain characteristics or behavior.

The literature reviews and the theoretical framework were covered in this research which was compared to the topic of this research study. Data gotten from the interview were transcribed and grouped into themes based on their similarities and meanings.

### **3.10 Ethical Consideration**

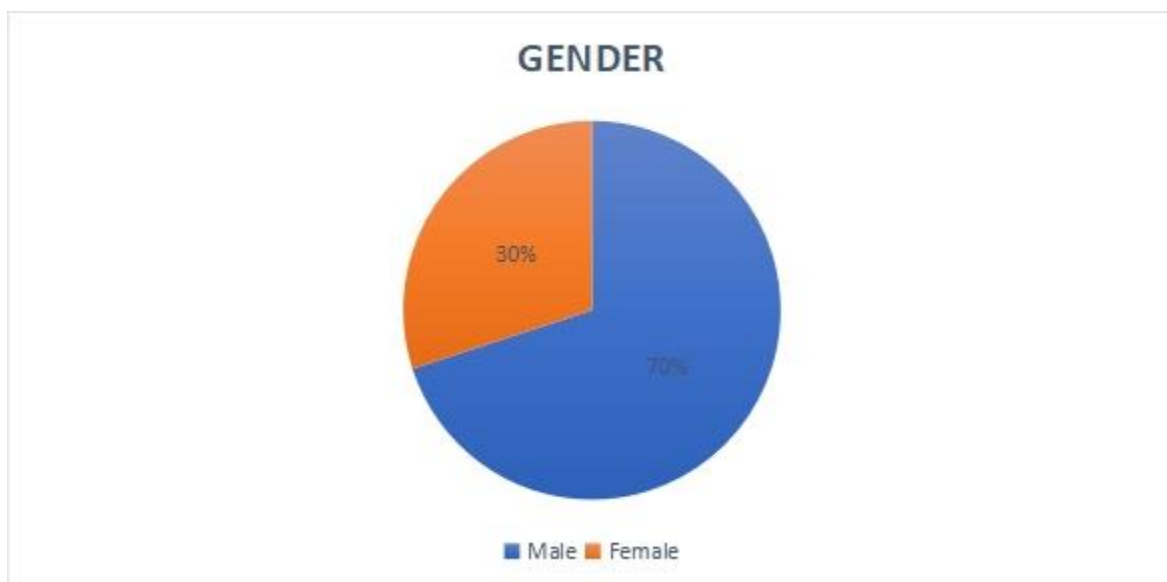
Ethical issues work toward making sure that guidelines are been followed considering other people's rights and morally acting in accordance. According to (Cohen et al, 2011), The researcher received an approval letter from the ethics committee of Near East University, confirming the reliability and viability of the tools used in the research. The study must ensure the non-violation of ethical standards and the rights of the people. All necessary information to the participants regarding the aims and objectives of the study were provided to the respondent, and they offered their voluntary participation and willingness to assist in the completion of the study. Above all, the gathered information as a result of this study will be absolutely kept confidential, and will not be disclosed to any third party.

## CHAPTER FOUR

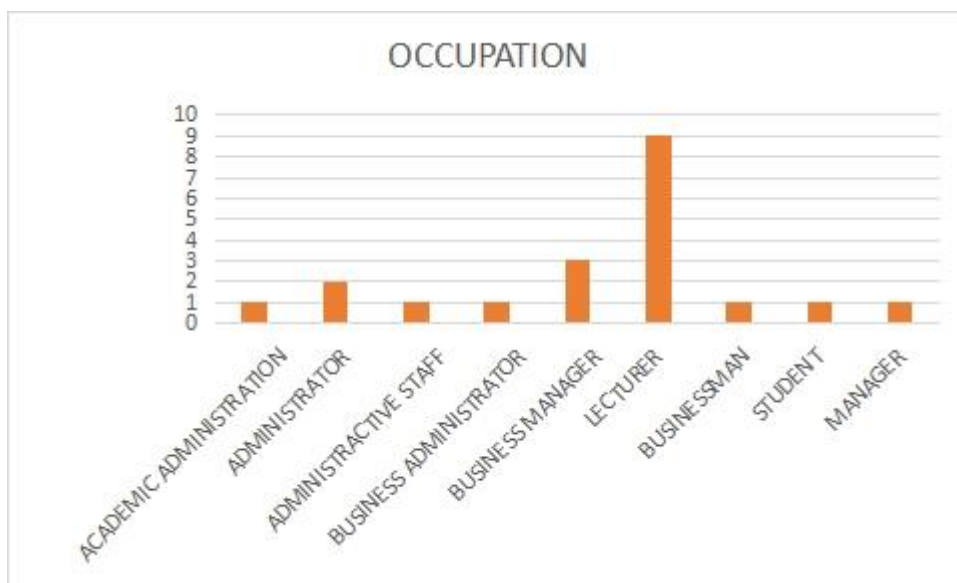
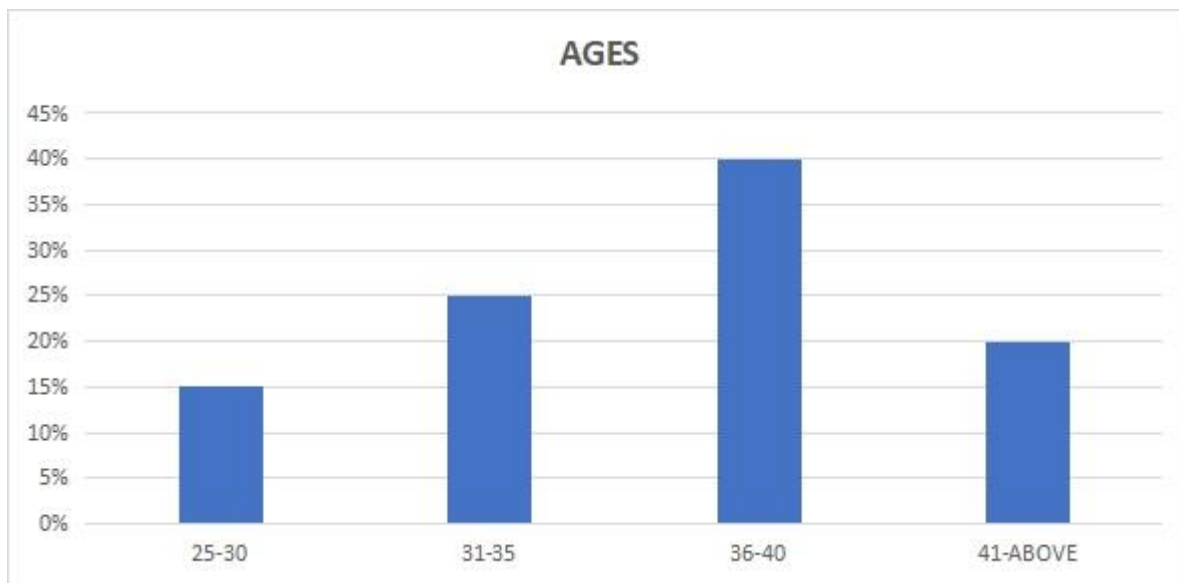
### 4.1 FINDINGS AND DISCUSSION

This research data collection was collected using well-structured questionnaires and interviews were also conducted and presented below in this chapter. Of the total population of 25 participants, five opted out and twenty were respondent participants. Profiles, biographic information of the participants such as age, gender, and occupation, and data were collected from the 20 respondents which were analyzed, presented, and discussed. The transcripts from the participants were critically and in-debt studied often before making up a sensible conclusion, the minute's records were also examined and to organize the data outcome, themes were used, and processes were also examined. Direct quotes from the participants were employed to ensure that the comments were substantiated. Participant replies and quotes from the examined materials are presented in italics.

The participant demographic variables illustrate that most of the participants who participated in the study are male, 14 (70%), and 6 (30%) are female.



The graph below shows the participants' ages of which 40% are between the ages of 36-40, 25% are between the ages of 31-35, 20% are 40 years and above and 15% are between the ages of 25-30.



The table above presents the participant's occupation, 1(5%) are academic administrator, 2(10%) are administrator, 1(5%) are administrative staff, 1(5%) are business administrator, 3(15%) are business manager, 9(45%) are lecturer, 1(5%) are businessman, 1(5%) are students and 1(5%) are manager.



**Table 1** The Participant's Views On the Professional Skills of Human Resources Managers

<b>THE HR PROFESSIONAL SKILLS NEEDED IN ORGANIZATION</b>		
	<b>f</b>	<b>%</b>
Good Communication Skills	14	38
Attention to Details	6	16.6
Recruitment Analysis	5	13.8
Time Management	4	11.1
Technical Skills	4	11.1
Candidate Evaluation	3	8.3
<b>Total</b>	<b>36</b>	<b>100</b>

The table above shows the participant's views on the professional skills of human resources managers 14(38%) of the participant said good communication skills, 6(16.6%) said attention to detail, 5(13.8) said recruitment analysis, 4(11.1) said time management, 4(11.1) said technical skills and 3(8.3) said candidate evaluation. The major skills as pointed out by the respondent are good communication, attention to detail, and recruitment. HRM communication involves the ability to effectively communicate with employees, colleagues, and stakeholders. This includes clear and concise verbal and written communication, active listening, and the ability to tailor communication to different audiences. And HR professionals need to be meticulous and detail-oriented in their work, especially when reviewing resumes and conducting interviews. They need to pay attention to small details that might indicate whether a candidate is suitable for a particular role or not. And Recruitment skills help HR to attract and select the right candidates for open positions such as developing job descriptions, sourcing candidates, conducting interviews, and making hiring decisions. For instance, HRM may need to communicate changes in the company's benefits package to employees which requires clear and concise language, as well as the ability to explain complex information in a way that is easily understandable to all employees. And Recruitment skills in human resources involve the HR-M's ability to attract and select the right candidates for open positions which includes developing job descriptions, sourcing candidates, conducting interviews, and making hiring decisions. In summary, communication skills, attention to detail, and recruitment skills are all essential in human resources. These

skills enable HR professionals to manage the workforce efficiently, recruit top talent, and create a positive employee experience which in all leads to development.

**Table 2** The Participant's Perspective On the Possible Challenges Facing Human Resources Management in an Organization

<b>THE POSSIBLE CHALLENGES FACING HUMAN RESOURCES MANAGEMENT</b>		
	<b>f</b>	<b>%</b>
Management Problem	14	36
Lack of Digital Skills	7	16
Lack Professional Skills	6	14
Change in Management	6	14
Lack of Training	5	11
Non-Compliance of Culture	5	11
Unfavorable Atmosphere	1	2
<b>Total</b>	<b>44</b>	<b>100</b>

The table above presents the participant's perspective on the possible challenges facing human resources management in an organization. Frequency 14 with 36% of the participants said management problems, frequency 7 with 16% said lack of digital skills, frequency 6 with 14% said lack of professional skills, frequency 6 with 14% said the change in management, frequency 5 with 11% said lack of training, frequency 5 with 11% said non-compliance of culture, and frequency 1 with 2% said unfavorable atmospheres.

Major challenges pointed out by the respondent are management problems, lack of professional skills, and digital skills. Management problems involve issues such as employee dissatisfaction or conflict, difficulty in managing employee performance, or the inability to ensure that company policies and procedures are followed. For instance, if an HR manager is unable to effectively address an employee conflict, then the situation could escalate and result in a loss of productivity or even legal issues. HR managers in most cases do not possess a range of professional skills, such as communication, leadership style, and problem-solving. When a HR manager lacks these skills, it can lead to a host of challenges, such as difficulty in recruiting and retaining top talent, ineffective performance management, or even low levels

of job satisfaction among employees. For example, if the HR manager doesn't have a good understanding of labor laws, he or she may struggle to manage employee relations and may be at risk of facing legal issues.

HR managers in most cases do not possess the necessary digital skills to keep up with the changing times. This includes skills such as data analytic and knowledge of HR software. Failure to possess these skills can lead to inefficiencies in HR processes, such as longer recruitment times or an inability to analyze employee data effectively. For example, if an HR manager doesn't have experience using HR software applications, managing employee data may become complicated, resulting in errors and even data loss.

**Table 3** The Participant's Points of View On the Mitigation Approach in an Organization

<b>THE HUMAN RESOURCES MEDIATION APPROACHES</b>		
	<b>f</b>	<b>%</b>
Open Mind	7	28
Interpersonal Relationship	6	24
Meetings	3	12
Avoid complications of Issues	3	12
Empathy	2	8
Emotional Intelligence	2	8
Good Remuneration	2	8
<b>Total</b>	<b>25</b>	<b>100</b>

The table above presents the participant's points of view on the mitigation approach in an organization. Frequency 7 with 28% of the participant said open mind, Frequency 6 with 24% said interpersonal skills, Frequency 3 with 12% said meetings, Frequency 3 with 12% said avoid complications of issues, Frequency 2 with 8% said empathy, Frequency 2 with 8% said emotional intelligence and Frequency 8 with 8% said good remuneration.

The major Mediation Approach pointed out by the respondent is Open-mindedness refers to the mediator's willingness to consider all perspectives and ideas without bias or preconceptions. It involves setting aside personal beliefs and opinions and being open to learning and understanding new information. For example, a human resources manager

mediating a conflict between two employees would actively listen to both sides of the story and remain objective.

Interpersonal relationships refer to the relationships between the mediator and the parties involved in the conflict. A good relationship is essential to building trust, creating a positive environment for communication and collaboration, and ultimately finding a resolution. For example, A HR manager may establish a positive relationship with employees by being approachable, actively listening to their concerns and feedback, and responding in a constructive and supportive manner.

In summary, the HR manager's mediation approach is based on the principles of open-mindedness and positive interpersonal relationships. This approach involves the mediator actively listening to both parties involved in a conflict, understanding their perspectives, and working collaboratively to find a solution that meets the needs of all parties.

**Table 4** The Participant's Point of View On the Importance of Organization

<b>IMPORTANCE OF ORGANIZATION</b>		
	<b>f</b>	<b>%</b>
Employees Development	7	25
Enhancement of Service	5	18
Creation of Job Opportunities	5	18
Communication Improvement	5	18
Societal Development	4	14
Reinforcement of Strategies	2	7
<b>Total</b>	<b>28</b>	<b>100</b>

The table above presents the participant's point of view on the importance of organization. Frequency 7 with 25% of the respondents said employee development, Frequency 5 with 18% said enhancement of service, Frequency 5 with 18% said the creation of job opportunities, Frequency 5 with 18% said communication improvement, Frequency 4 with 14% said societal development and Frequency 2 with 7% said it promotes the reinforcement of strategies.

Major Organization Importance pointed out by the respondent are Employee development, Enhancement of services, creation of job opportunities, and communication improvement.

An Organized workplace provides a clear road-map for professional development to employees. Organizations with well-defined career paths, training programs, performance management systems, and feedback mechanisms create a more motivating work environment and help employees grow professionally. For instance, a retail company has a training and development program for its employees to improve their product knowledge, customer service skills, and sales techniques.

A well-organized business or company always ensures the efficient delivery of services or products, which in turn leads to higher customer satisfaction. Having a well-coordinated and efficient supply chain, customer service, and delivery processes can increase the overall efficiency of the business. For instance, A hospital that organizes the emergency department and prioritizes patients based on the severity of their conditions is more likely to provide efficient care than a disorganized hospital.

For Job Creation Opportunities, a well-organized business enables job creation by streamlining operations and utilizing the latest technology, which will, in turn, leads to an increase in productivity. The creation of new jobs and expansion of operations provide more opportunities for people in the job market, leading to economic growth and development of the organization. For instance, a technology start-up experiences rapid growth and creates new job opportunities for software developers, engineers, and marketers.

Communication Improvement, An-organized work environment enhances communication channels between employees and management, leading to a better culture of telecommuting, virtual meetings, live chats, and shared workspace. By creating a more open and transparent work environment, organizations can avoid confusion and misunderstandings and create a more positive and productive work culture. For instance, a media company with a well-organized editorial team uses digital tools to collaborate on stories and communicate strategies.

Above all, every organization is crucial to the success of a business or institution in terms of enhancing services, creating job opportunities, and improving communication. Proper organization leads to improved efficiency, productivity, and ultimately, growth.

**Table 5** The Participant's Views On Enabling the Environment in an Organization

<b>ENABLING ENVIRONMENT</b>		
	<b>f</b>	<b>%</b>
Provision of Credit Facilities	9	22.5
Political Stability	8	20
Provision for future Hiring	6	15
Social Amenities	5	12.5
Considerable tax rate and revenue	4	10
Good Leadership Style	3	7.5
Promotion of Creativity and Innovation	3	7.5
Establish good channels of Communication	2	5
<b>Total</b>	<b>40</b>	<b>100</b>

The table above presents the participant's views on enabling the environment in an organization. frequency 9 with 22.5% of the participant said the provision of credit facilities, frequency 8 with 20% said political stability, frequency 6 with 15% said the provision of future hiring, frequency 5 with 12.5% said social amenities, frequency 4 with 10% said considerable tax rate and revenue, frequency 3 with 7.5% said good leadership style, frequency 3 with 7.5 said promotion of creativity and innovation and frequency 2 with 5% said establish good channels of communication. The respondent pointed out major three (3) critical categories for creating an enabling environment for business organizations in Nigeria which includes the Provision of Credit Facilities, Political Stability, and Provision for future Hiring.

Access to credit is crucial for business growth and expansion. An enabling environment provides suitable frameworks and policies that allow businesses to obtain credit with low-

interest rates and long repayment periods. For example, the Small Business Administration (SBA) in the United States provides loans to small businesses at lower rates compared to commercial banks. This credit facility helps small businesses grow and expand and develop their operations.

Political stability ensures that businesses operate in a peaceful environment, free from political turmoil and social unrest or violence. An enabling environment provides legal frameworks that protect businesses from political upheavals, civil unrest, or wars. An enabling environment ensures that businesses have access to a pool of skilled and productive labor. Provision for future hiring allows businesses to plan and invest in their operations with the assurance of qualified and reliable staff. For example, countries such as India have established training institutes that provide the necessary skills required by different sectors of the economy, ensuring a steady supply of highly skilled labor force in the future.

Therefore, an enabling environment for business organizations is created by making provisions for different factors that inherently catalyze growth, sustainability, and profitability. Provisions such as access to credit facilities, political stability, and provision for future hiring make the business environment a favorable place, thereby providing businesses with the support they need to thrive and develop.

**Table 6** The Participant's Points of View On the Approaches to Enhanced Performance in an Organization

<b>Approaches to Enhance Performance</b>		
	<b>f</b>	<b>%</b>
Good Communication	10	27
Employees Recognition	8	21.6
Emotional Intelligence	8	21.6
Flexible Schedule	5	13.5
Training and Development	4	10.5
Use of Modern Technology	2	5
<b>Total</b>	<b>17</b>	<b>100</b>

The table above presents the participant's points of view on the approaches to enhanced performance in an organization. frequency 10 with 27% of the participants said good communication, frequency 8 with 21.6% said employee recognition, frequency 8 with 21.6% said employee intelligence, frequency 5 with 13.5% said flexible schedule, frequency 4 with 10.5% said training and development, and frequency 2 with 5% said modern technology. Respondent in this table sees good communication, Employee recognition, and Emotional intelligence as the major approaches to enhancing job performance.

HR managers can enhance performance by ensuring that communication is clear, concise, and effective. This involves creating open channels of communication between employees and management, fostering a culture of transparency and accountability, and providing regular feedback to employees. For instance, conducting regular one-on-one meetings with employees to discuss their performance and provide constructive feedback for re-amendment and improvement.

HR can also enhance performance by recognizing and rewarding employees for their contributions to the organization. This involves creating a system of rewards and recognition that is fair, objective, and transparent. For instance, implementing an employee of the month program that recognizes outstanding performance and provides incentives for employees to excel. HR can also enhance performance by developing emotional intelligence skills That will foster understanding and managing one's own emotions as well as those of others and applying this knowledge to improve communication, collaboration, and teamwork. An example would be using empathy to better understand the needs and concerns of employees and using this understanding to develop effective solutions to every problem.

In summary, HR managers can use the approaches of Good Communication, Employees Recognition, and Emotional Intelligence to enhance performance in the workplace. By using these approaches, HR managers can create a positive work environment, motivate their employees, and ultimately drive business results.



**Table 7** The Participant's Points of View On Benefits and Rewards in an Organization

<b>BENEFITS OF REWARD</b>		
	<b>f</b>	<b>%</b>
Staff Reflection	7	20.5
Employees Engagement	6	17.6
Help Firm Build Credibility and Reputation	6	17.6
Encourage Creativity and Productivity	5	14.7
Good Recommendation	4	11.7
Improve Workplace Culture	3	8.8
Job Satisfaction	3	8.8
<b>Total</b>	<b>34</b>	<b>100</b>

The table above presents the participant's points of view on benefits and rewards in an organization. frequency 7 with 20.5% of the participant said staff reflection, frequency 6 with 17.6% said employee engagement, frequency 6 with 17.6% said help firm build credibility and reputation, frequency 5 with 14.7% said to encourage creativity and productivity, frequency 4 with 11.7% said good recommendation, frequency 3 with 8.8% said to improve work culture and frequency 3 with 8.8% said job satisfaction. Responses in this table pointed at three major factors as the benefit that come because of rewarding Staff Reflection, Employees Engagement, and helping the Firm Build Credibility and Reputation.

A well-designed reward system motivates employees to reflect on their performance, identify areas for improvement, and strive toward achieving goals. Rewards can be in the form of bonuses, promotions, or recognition for exceptional performance. For instance, an employee who consistently meets or exceeds their targets can be rewarded with a cash bonus or a promotion to a higher position. This creates a sense of satisfaction among employees that their hard work is recognized, leading to higher productivity and retention rates.

A reward system not only motivates employees but also fosters engagement and loyalty toward the firm. It creates a positive work environment where employees feel valued, appreciated, and respected. For instance, an organization that celebrates employee milestones

such as work anniversaries or birthdays would foster a sense of belonging among the staff, thereby improving engagement, and reducing turnover rates.

A well-executed reward system can help boost the credibility and reputation of an organization. It shows that the firm values its employees and recognizes their contribution towards the organization's success. This can attract potential employees seeking a supportive and rewarding work environment. Moreover, employees who feel valued are likely to speak positively about their employer, leading to a positive reputation in the industry.

Above all, implementing a reward system in an organization can bring immense benefits to the organization, including staff reflection, employee engagement, and improved credibility and reputation.

**Table 8** The Participant's Points of View On the Impact of Learning and Development in an Organization

<b>IMPACT OF LEARNING AND DEVELOPMENT</b>		
	<b>f</b>	<b>%</b>
Employees Retention	8	23.5
Enhance Productivity	6	17.6
Acquisition of Knowledge and Skills	6	17.6
Job Opportunities for Employees	5	14.7
Job Satisfaction	4	11.7
Increased Profitability	3	8.8
Organization Development	2	5.8
<b>Total</b>	<b>34</b>	<b>100</b>

The table above presents the participant's points of view on the impact of learning and development in an organization. frequency 8 with 23.5% of the participant said employee retention, frequency 6 with 17.6% said enhanced productivity, frequency 6 with 17.6% said the acquisition of knowledge and skills, frequency 5 with 14.7% said jobs opportunities for employees, frequency 4 with 11.7% said provide job satisfaction, frequency 3 with 8.8% said it increases profitability and frequency 2 with 5.8% said it promotes organization development. Learning and development have a significant impact on employees' retention,

productivity, and acquisition of knowledge and skills. As the role of HR manager, it is important to provide opportunities for employees to learn and grow within the organization to increase their engagement and commitment. When employees feel that their employer is investing in their development, they are more likely to be loyal and stay with the company long-term. For example, offering training programs, mentor-ship opportunities, and career development plans can help employees feel valued and supported within the organization.

Learning new skills and knowledge can enhance employees' confidence and ability to perform their job responsibilities effectively. For example, providing training on new technology or software can increase productivity and efficiency in the workplace.

As new technologies and processes emerge, it is essential to provide employees with opportunities to acquire new knowledge and skills to remain competitive in the marketplace. For example, offering a course on data analysis can help employees understand how to use data to make informed decisions within their role.

Overall, the impact of learning and development is critical for HR managers to enhance employee retention, productivity, and acquisition of knowledge and skills in a competitive job market.

**Table 9** The Participant's Perspectives On the Role of Human Resources Management in an Organization

<b>ROLE OF HUMAN RESOURCES MANAGEMENT</b>		
	<b>f</b>	<b>%</b>
Training and Development	8	22.2
Recruitment and Placement	7	19.4
Performance Management	6	16.6
Planning	5	13.8
Reward and Incentive	4	11.1
Industrial Relationship	4	11.1
Job Analysis and Design	2	5.5
<b>Total</b>	<b>36</b>	<b>100</b>

The table above presents the participant's perspectives on the role of human resources management in an organization. frequency 8 with 22.2% of the participant said training and development, frequency 7 with 19.4% said it improves recruitment and placement, frequency 6 with 16.6% said it improves performance management, frequency 5 with 13.8% said improves planning, frequency 4 with 11.1% said reward and incentives, frequency 4 with 11.1% said to build an industrial relationship and frequency 2 with 5.5% said job analysis and design.

**Table 10** The Participant's Perspectives On the Implications for Considerable Tax and Revenue

<b>IMPLICATION FOR CONSIDERABLE TAX RATE AND REVENUE</b>		
	<b>f</b>	<b>%</b>
Investment and Opportunity and Decision on Where to Invest	12	23.5
Encourage saving and borrowing	10	19.6
Encourage payment of tax and Development	9	17.6
Increase Productivity	8	15.6
Increase Employment Opportunity	6	11.7
Improve Social Infrastructure	4	7.8
Provide a sense of predictability and Development	2	3.9
<b>Total</b>	<b>51</b>	<b>100</b>

The table above presents the participant's perspectives on the implications for considerable tax and revenue. 12(23,5%) of the participant said investment and opportunity and decision on where to invest, 10(19.6) % said encourage saving and borrowing, 9(17.6%) said encourage payment of tax and development, 8(15.6%) said to increase productivity, 6(11.7%) said increase employment opportunity, 4(7.8% said to improve social infrastructure and 2(3.9%) said to provide a sense of predictability and development.

**Table 11** The Participant's Points of View On the Level of the Organization's Human Resources Role Is Needed

<b>Level of Organization Human Resources Role is Needed</b>		
	<b>f</b>	<b>%</b>
vel	8	50
Top-level	5	31.2
Small or Entry level	3	18.7
<b>Total</b>	<b>16</b>	<b>100</b>

The table above presents the participant's points of view on the level of the organization's human resources Role is needed. frequency 8 with 50% of the participant said that human resources role is needed at all levels of the organization believing that they have the skill and knowledge to develop manage and develop an organization at any level, frequency 5 with 31.2% said it is only top-level believing that is the most difficult aspect to manage because of it large structure and operations, frequency 3 with 18.7% said that it is only needed at the entry-level because still small in structure and need quick development.

**Table 12** The Participant's Points of View On the Need to Align Individual Interests with Organizational Goals

<b>Need to Align Individual Interests with Organizational Goals</b>		
	<b>f</b>	<b>%</b>
Achieve the Goals and Objectives of the Organization	9	22.5
Improve Teamwork	7	17.5
Increase Productivity	6	15
Employees Engagement	6	15
Create a sense of Direction	5	12.5
Create a better team	4	10
Employees Retention	3	7.5
<b>Total</b>	<b>40</b>	<b>100</b>

The table above presents the participant's points of view on the need to Align individual interests with organizational Goals. frequency 9 with 22.5% of the participant are of the view that it will help to achieve the Goals and Objectives of the Organization, frequency 7 with 17.5% are of the view that Aligning individual interest with that of the organizational Goal will help to improve teamwork and create a high performance of the teams, frequency 6 with 15% said that it will boost productivity, frequency 6 with 15% believed that it will help the employee to fully engage in their duties since they have a clear understanding of why they should work hard for the achievement of the goals, frequency 5 with 12.5% are of the view that it will create and boost a better teamwork within the organization and for the pursuit of organizational goals, frequency 4 with 10% are also of the view that it will create a better team understanding in the workspace, frequency 3 with 7.5% are of the view that it is going create employee retention since they know why they are there and what they are pursuing to achieve.

## CHAPTER FIVE

### 5.1 Overview

In this chapter five, the study typically discusses the findings, Analyzing and interpreting the data collected from the respondents through the research methodology in Chapter Three 3. It involves an in-depth analysis of the findings and comparing them to the existing theories and literature in chapter two 2. The discussion of the findings started by providing answers to the research questions which were included early in the introduction part of this research study including the limitation and the delimitation of the study. Chapter 1 of this research study involves the overall discussion of the findings which is the crucial part of the study. Chapter Five 5 presents the research report which is the main result and interpretation of the study which provides a clear understanding of the role of human resources management and how it leads to organizational development.

As regards the topic of this study, the role of human resources management is viewed as a leading part of organizational development. The findings discussion focuses on human resources' role in organization development and how it relates to employees in business organizations. The study suggests that human resources are keys to developing an organization's competitive edge, attracting, and retaining top talent, and driving success if adequately equipped with necessary skills through training as the most effective approach to enhance the skills of HR and the Employees.

Chapter 2 which is the literature review part ascertained the various factors that enhance the performance of the employees, shaping and managing organizational culture, fostering employee engagement and well-being, work-life balance, employee benefit and rewards, goals alignment, recruitment and placement, training and leadership development, and facilitate communication and collaboration with colleagues and the HR. The summary of the findings focused on investigating the impact of HR practices on organizational development in Nigeria

## 5.2 Summary of the Finding

The findings are as follows:

1. The findings of this study are aligned with the literature review, which consistently indicates that HR practices when integrated can enhance employees' performance and productivity leading to organizational growth and development.
2. It is clear to understand that, well-integrated and successful HR practices in Nigerian organizations is as a result of adequate training consistency and a favorable atmosphere.
3. The HR department in Nigerian business organizations should always provide support for managers by providing training opportunities for diverse skills acquisition to overcome challenges such as; Management problems, lack of skills, and non-complies with the company's culture which could impede the progress and growth of the organization.
4. The findings also suggest that when employees are remunerated, benefits and rewards are awarded will increase their performance and productivity compared to when no benefit reimbursement is given.
5. It is important to note that staff inclusion and recognition are necessary, the human resources practices in Nigeria should not only be viewed as administrative functionaries but should be recognized as strategic partners as they relate and cooperate in regular meetings with the employee
6. It is important to initiate a professional development program on the use of technology for HR managers in Nigeria to help facilitate their business functions.

The result of this research shows important evidence of the role of human resources in the development of organizations in Nigeria. The findings support the literature review and the theoretical framework emphasizing the importance of human resource development and its role in the development of the organization.

The study suggests that strategic alignment, talent acquisition and retention, performance management, organizational culture, and change management, employee engagement and well-being, leadership development, and evaluation of HR practices for fostering organizational growth and success are the key role in promoting and enhancing employee



productivity by employee engagement, motivation, and goals achievement. However, it also highlights the importance of constant training, job performance evaluation, and top talent management. It also emphasizes enhancing collaboration, automating administrative tasks, and ensuring the availability of digital material supported by technology for job satisfaction and effectiveness for employers and employee performance.

## **CHAPTER SIX**

### **Recommendation According to the Findings, And Recommendations for further study**

#### **6.1 Recommendations According to Findings**

This chapter provides an important part of the research study by providing a detailed insight into the study.

Recommendation according to findings provides outline suggestions based on the findings of the research. The aim of this chapter is to provide practical recommendations that could be implemented to identify issues to be addressed in this study. Above all, limitations will be acknowledged in this chapter provide suggestions for further research studies. However, it will help to provide information on the next line of action in policy development and practices as regards the role of human resources in organization and development.

Regarding the topic of this study, the role of HR management in the development of Emerald Food and Beverages Nigeria Ltd, the following below are the researcher's recommendations:

1. Regular training programs should be made available for professional development opportunities
2. Ensuring enabling environment for a conducive business operation atmosphere
3. Access to modern technology resources to support the ongoing job activities for HRM and the Employees.
  - i. Enhanced Skills and Knowledge: The research findings show that professional development programs can make employers and employees feel more confident and comfortable with the training programs and the opportunities to acquire new skills, expand their knowledge, and stay up-to-date with industry trends and best practices. Based on this, employees develop their expertise, and they become more efficient and effective in their roles, leading to increased productivity and development.

ii. Personalization Customization: According to the finding, that technology resources can be tailored to individual preferences and needs, it is recommended that employees and employers of emerald food and beverages companies in Nigeria should invest in providing applicants with the modern technical knowledge to customize their work environment, enhances comfort, convenience, and efficiency, thereby improving productivity.

iii. Leadership Development: The research findings highlighted the significance of leadership development for organizational growth. It found that HR practices help to identify and nurture future leaders through leadership development programs and that employees can enhance productivity by providing clear direction, effective communication, and empowerment while fostering a collaborative engagement that motivates others to perform at their best and contribute to organizational success.

iv. Performance management; it ensures clarity on performance expectations, firstly, it helps set clear goals and targets, which helps employees understand what is expected of them. Secondly, regular feedback and performance evaluations enable employees to identify areas of improvement, enhance their skills, and achieve personal growth. Lastly, an effective performance management system help to foster a culture of fairness, recognition, and reward, motivating employees to consistently perform at their best and contribute to organizational success.

v. Flexibility and adaptation; the study findings show that employees have the flexibility to adjust and adapt to change management. The study also found that flexible workloads enable them to have time to engage in other developmental activities within or outside working hours.

vi. The Government should always create a conducive environment for flexible legal business operations in Nigeria, by putting in place a good political, and economic environment also a considerable tax rate and revenues so businesses can be able to pay up taxes and revenues for the country's development.

vii. Training and development should be appropriately designed to align with the aims and objectives of business organizations in Nigeria.

viii. Employee engagement in decision-making; the study shows that when employees are engaged in decision-making, they develop in them a sense of belonging and take up leadership roles in any given task.

ix. Talent retention; this study found that retaining talent plays a significant impact on organizations. However, it helps maintain a stable and experienced workforce, reducing turnover costs and the need for frequent recruitment and training of top talents. Retaining top talents fosters continuity,

knowledge, retention, and the development of high-performing teams, which positively impacts productivity, innovation, and overall organizational success. However, employee retention should be a development strategy to promote employee retention, such as implementing work-life balance programs and offering competitive compensation packages.

This study's findings lead to the suggestion that the use of regular training can ultimately create a significant impact on employees' productivity as part of human resources development in the organization.

Firstly, training should be recognized as an important part that impact learning, skills, and other working ability for an increase in productivity and professional development. Therefore, effort should be made to provide effective training programs for job enhancement, skills, and innovation. However, the HR department should work closely with managers to identify opportunities for training and development for employees at all levels.

Secondly; there should be a competitive benefits and reward package that plays an active role to increase job performance, productivity, and business growth. The HR department should also ensure that every developmental plan must align with the organization's goals and objectives so as to motivate and fully engage the employees through evaluation, motivation, and appraisal.

Thirdly, It is important for the HR department to work very closely with managers to ensure that performance metrics are established, monitored, and evaluated. In addition, they should develop a performance management system that measures employee performance against goals and objectives, encourages feedback, and provides opportunities for improvement. above all, it is important for the HR department to support other levels of managers in conducting regular performance reviews and guiding employee recognition programs.

## **6.2 Recommendation for further research study**

Conduct a longitudinal study that follows the same organizations and employees over a period of years to assess the long-term impact of HR practices on organizational performance.

Conduct a comparative study of HR practices between organizations that have high levels of employee engagement and those that do not.

Conduct a cross-cultural study to compare the effectiveness of HR practices across different cultures and countries.

Carry out a qualitative study to explore the experiences and perceptions of employees regarding the role of HR in developing organizations.

Investigate a case study on organizations that have successfully implemented innovative HR practices to identify the best practices that can be replicated in other organizations.

Employee perspective study: Conduct a study that focuses on the employee perspective to highlight the importance of HR in employee development, retention, and commitment to the organization.

Investigate the impact of HR practices on fostering innovation in organizations.

Conduct a study that examines the relationship between HR practices and business performance, specifically looking at how HR policies can affect profits, revenue, and productivity levels.

Conduct a study that focuses on the role of technology in HR and how its use can enhance the efficacy of HR practices in developing an organization

## REFERENCES

- Aguinis, H. (2009). *Performance management*. Pearson Prentice Hall.
- Armstrong, M., & Baron, A. (2005). *Managing performance: Performance management in action*. CIPD Publishing.
- Association for Talent Development. (2019). *The Value of Training*. <https://www.td.org/research-reports/the-value-of-training>
- Bratton, J., & Gold, J. (2017). *Human Resource Management: Theory and Practice*. Palgrave Macmillan
- Business Dictionary. (2021). *Organization*. Retrieved from <https://www.businessdictionary.com/definition/organization.html>
- Byrne, Z. S., & Hochwarter, W. A. (2008). The influence of fit between human resource systems and personality on career success. *Journal of Managerial Psychology*, 23(2), 115-134.
- Chaudhary, R., & Sharma, P. (2012). Impact of employee engagement on customer satisfaction: A study of private banks in Delhi and NCR. *Global Journal of Business Management and Information Technology*, 2(1), 11-22.
- CIPD. (2018). *Employee Relations*. Retrieved from <https://www.cipd.co.uk/knowledge/fundamentals/relations>
- Cushway, B. (2017). *The Handbook of Model Job Descriptions*. Kogan Page Publishers.
- Delery, J. E., & Doty, D. H. (1996). Modes of theorizing in strategic human resource management: Tests of universalist, contingency, and confrontational performance predictions. *Academy of Management Journal*, 39(4), 802-835.
- Denisi, A. S., & Pritchard, R. D. (2006). Performance appraisal, performance management, and improving individual performance: A motivational framework. *Management and Organization Review*, 2(2), 253-277.

Dessler, G., Chhinzer, N., & Cole, N. (2016). *Human Resources Management in Canada*. Pearson Canada.

Fletcher, C. (2001). Performance appraisal and management: The developing research agenda. *Journal of Occupational and Organizational Psychology*, 74(4), 473-487.

Greenhaus, J. H., Collins, K. M., & Shaw, J. D. (2010). The relation between work–family balance and quality of life. *Journal of Vocational Behavior*, 76(3), 455-467.

Guest, D. E. (1997). Human resource management and performance: A review and research agenda. *International Journal of Human Resource Management*, 8(3), 263-276.

Ha-meed, I., Ramzan, M., & Zubair, H. M. (2012). The impact of employee motivation on organizational performance. *European Journal of Business and Management*, 4(6), 95-105.

Harvard Business Review. (2019). *Management Strategy: What It Is and Why You Need It*. Retrieved from <https://hbr.org/2019/01/management-strategy-what-it-is-and-why-you-need-it>

*Human Resource Management in Australia: Strategy, People, Performance*. McGraw-Hill Education.

Impact of Organization in Foreign Language Education to Academic Achievement

Investopedia,(2021).Management-Strategy Retrieved from <https://www.investopedia.com/terms/m/management-strategy.asp>

Jackson, S. E., & Ruderman, M. N. (1999). HR practices and outcomes. In G. R. Ferris (Ed.), *Research in personnel and human resources management* (Vol. 17, pp. 1-29). JAI Press.

Jackson, S. E., Ruderman, M. N., & Colella, A. (2003). *Diversity in work teams: Research paradigms for a changing workplace*. American Psychological Association.

Köprülü F & Öznacar (2017), *The Views of Lecturers, Students and Administrators on the*



Köprülü, F., Öznacar, B., & Yilmaz, N. (2020). Selection and Training of School Administrators in Different Countries. In *The International Conference on Artificial Intelligence and Applied Mathematics in Engineering* (pp. 643-653). Springer, Cham.

Kramer, R., Bartram, T., De Cieri, H., Noe, R., Hollenbeck, J., Gerhart, B., & Wright, P. (2014).

Latham, G. P., & Locke, E. A. (2007). New developments in and directions for goal-setting research. *European Psychologist*, 12(4), 290-300.

Lawler III, E. E., & Mohrman, S. A. (2003). HR as a strategic partner: What does it take to make it happen? *Human Resource Planning*, 26(3), 15-29.

Lepak, D. P., & Snell, S. A. (1999). The human resource architecture: Toward a theory of human capital allocation and development. *Academy of Management Review*, 24(1), 31-48.

Lombard o, M. M., & Eichinger, R. W. (1996). *The Career Architect Development Planner*. Lominger Limited.

Management Study Guide. (2021). What is an Organization? Definition and Meaning. Retrieved from <https://www.managementstudyguide.com/what-is-an-organization.htm>

Mathis, R. L., & Jackson, J. H. (2019). *Human Resource Management*. Cengage Learning.

Merriam-Webster. (n.d.). Role. In Merriam-Webster.com dictionary. Retrieved May 28, 2023, from <https://www.merriam-webster.com/dictionary/role>

Murphy, K. R., & Cleveland, J. N. (1995). *Understanding performance appraisal: Social, organizational, and goal-based perspectives*. Sage Publications.

Ogbonna, E., & Harris, L. C. (2004). The employee turnover process: A conceptual model and empirical analysis. *Human Resource Management*, 43(3), 395-409.

Pulakos, E. D. (2004). *Performance management: A road map for developing, implementing and evaluating performance management systems*. SHRM Foundation.

Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600-619.

[samples/toolkits/pages/onboardingnewemployees.aspx](#)

Saridakis, G., Muñoz Torres, R. I., & Johnston, S. (2017). Do human resource management practices influence organizational innovation? *Journal of Business Research*, 77, 107-117.

Schuler, R. S., & Jackson, S. E. (1987). Linking competitive strategies with human resource management practices. *Academy of Management Executive*, 1(3), 207-219.

Society for Human Resource Management (SHRM). (2021). What is HR? Retrieved from <https://www.shrm.org/resourcesandtools/hr-topics/pages/what-is-hr.aspx>

Society for Human Resource Management. (2021). Onboarding New Employees: Maximizing Success. <https://www.shrm.org/resourcesandtools/tools-and>

Werner, J. M., & De-simone, R. L. (2012). *Human resource development*. Cengage Learning.

Wheelen, T. L., & Hunger, J. D. (2017). *Concepts in Strategic Management and Business Policy*. Pearson.

Wright, P. M., & McMahan, G. C. (1992). Theoretical perspectives for strategic human resource management. *Journal of Management*, 18(2), 295-320.

Youndt, M. A., Snell, S. A., Dean Jr, J. W., & Lepak, D. P. (1996). Human resource management, manufacturing strategy, and firm performance. *Academy of Management Journal*, 39(4), 836-866.

Zhu, W., Chew, I. K. H., & Spangler, W. D. (2005). CEO transnational leadership and organizational outcomes: The mediating role of human-capital-enhancing human resource management. *The Leadership Quarterly*, 16(1), 39-52.

## APPENDICES

### Research Information Sheet

#### TITLE OF STUDY

The role of human resources in developing organization.

#### PRIMARY RESEARCHER

Name: - OKPE NNAJI OBINNA CHRIS-OGONUS

DEPARTMENT: - Human Resources Development in Education

ADDRESS: - Reis Market Apartment- Hamitkoy State -Lefkosa

TELEPHONE: - +905488407157- Email-[nnajinaonu40@yahoo.com](mailto:nnajinaonu40@yahoo.com)

**PURPOSE OF STUDY:** - The study aims to examine the role of human resources in developing organizations as it tends to manage and render services to humanity through the mouthpiece of organizations in Nigeria. It also studies how employees are managed and utilized for the organization's common goals achievement and gain sustainable market competitive advantages. And also, to collect all information from participants for academic purposes.

**PROCEDURES:** - A structured interview will be conducted to collect information from the participants. The estimated time required to complete a session is about 20-25 minutes maximum and the total time of the study would be four months. The use of video/audio taping will be needed for the data collection.

**THE RISK CONTROL:** - All the information provided by the participants for this study will only be used for academic purposes and no third party will access the information for any reason. You can quit along the line if wish. Note that your data will be erased from the database if you quit and will not be used in any further study. We are hopeful and believe that

all the information provided for this study may enhance the knowledge and skills of human resources managers.

And If at any time you want to make inquiries about this research, or if you experience adverse effects because of joining this research, you can contact the researcher using the contact information provided above on the first page. If you also have questions regarding the rights as a research participant, or if there's a further issue you feel you can discuss with the Primary Researcher directly just use the contact information above. Note that participation in this research study is completely voluntary.

### **BENEFITS EXPECTATION**

There is no kind of benefit expectation involved in participating in this research study. We hopefully believe that all the information provided for this study will enhance the functional Roles of human resources managers in terms of skills, knowledge, and every other aspect of professional development in their roles in an organization.

### **CONFIDENTIALITY**

All efforts will be made by the researcher to preserve your information or privacy including the preservation of the written notes, interview transcription, and any other identifying information that has to do with the participants in the sealed file shelved under the possession of the researcher. Assigning code names, codes, and numbers will only be assigned for further participation in all research notes and documents. All participant's data will be kept private except in the case where the researcher is legally obligated to report specific incidents. These incidents include incidents of abuse and suicide.



2. What are the challenges facing human resources managers?

---

---

---

3. What are the mediation approaches HR need to settle disputes?

---

---

---

4. What are the importance of organizational development?

---

---

---

5. How can enabling environment be created?

---

---

---

6. What are the approaches to enhance job performance?

---

---

---

7. What are the benefits of reward?

---

---

---

8. What are the impact of training and development?

---

---

---

9. What are the role of Human Resources Managers?

---

---

---

10. What are the implication for considerable tax rate and revenue?

---

---

11. At what level of organization human resources role is needed?

---

---

---

12. What are the need to align individual interests with organizational goals?

---

---

---

## **Inquiries into the Role of Human Resources in Developing organization**

Participant information sheet and informed consent form.

Dear participant,

This is a part of research study we embark on to access your knowledge on the research study carrying out. The collected data through this platform will be use to know the role of human resources in developing organization and their relationship with employees and challenges they might encounter while developing organization. Please Note: that by filling the followings, you have agree to participate in the research study.

Please note that in this exercise, you are participating in this research study voluntary, whether you agree or not, it has no influence or effect on your grades, work or your engagements. Your opinions and identity will be handled confidential and will not be revealed to a third-party. Be rest assure that all data collected in the course of this research study will only be use for the purpose of this study which may be presented at academic meetings, national or international or published. You can quit along the line if wishes by contacting us. Note that your data will be erased from our data-base if you quit and will not be use in any further study. You can reach us with the following contacts below.

Thanks.

Okpe Nnaji Obinna Chris-Ogonus.





NEAR EAST UNIVERSITY  
SCIENTIFIC RESEARCH ETHICS COMMITTEE

05.01.2023

Dear Okpe Nnaji Obinna Chris-Ogonus

Your application titled "**The Role of Human Resources in Organisations.**" with the application number NEU/ES/2022/930 has been evaluated by the Scientific Research Ethics Committee and granted approval. You can start your research on the condition that you will abide by the information provided in your application form.

Prof. Dr. Aşkm KİRAZ

The Coordinator of the Scientific Research Ethics Committee

4.07.2023 16:17

https://mail-attachment.googleusercontent.com/attachment/u/1/?ui=2&amp;ik=76391cbd84&amp;attid=0.1&amp;permmsgid=msg-f:1770486...

## Turnitin Originality Report

Processed on: 04-Jul-2023 07:07 EEST  
 ID: 2126280138  
 Word Count: 18596  
 Submitted: 1

3 July By Obinna Nnaji 3 July

2% match  
 (Internet from  
 17-Apr-2023)

Similarity Index	Similarity by Source	
9%	Internet Sources:	8%
	Publications:	2%
	Student Papers:	N/A

<http://docs.neu.edu.tr/library/9557257812.pdf>

1% match (publications)  
 Jackson, Susan E.. "Managing Human Resources", Oxford University Press, 2017

< 1% match (Internet from 04-Oct-2022)

<http://docs.neu.edu.tr/library/9179873300.pdf>

< 1% match (Internet from 05-Oct-2022)

<http://docs.neu.edu.tr/library/9455105183.pdf>

< 1% match (Internet from 04-Oct-2022)

<http://docs.neu.edu.tr/library/6819729182.pdf>

< 1% match (Internet from 03-Sep-2022)

<https://www.grossarchive.com/all/1/Accounting-Project-Topics-and-Materials.html>

< 1% match (Internet from 01-Aug-2022)

<https://www.grossarchive.com/all/12/Computer...>

< 1% match (Internet from 18-May-2023)

<https://www.grossarchive.com/project/4370/assessment-of-factors-affecting-performance-of-women-entrepreneurs-in-nigeria>

< 1% match (Internet from 18-May-2023)

<https://www.grossarchive.com/project/4539/the-challenges-of-management-technological-developments-in-nigeria-a-case-study-aluminium-industry>

< 1% match (Internet from 18-May-2023)

<https://www.grossarchive.com/project/4477/monetary-policy-and-banking-lending-in-nigeria-banks>

< 1% match (Internet from 10-May-2023)

<https://www.grossarchive.com/project/18318/the-nigeria-police-force-management-of-crisis-and-conflict-in-policing-ijebu-ode-local-government-problems-and-prospects>

< 1% match (Internet from 06-Oct-2021)