

The Nexus of Strategic Human Resource Management and Contemporary Business Survival in Nigeria

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Abstract

This study empirically investigates how human resource management affects the success and survival of modern businesses. The study employed a descriptive survey design method. 133 workers at fast food restaurants in Asaba, Delta State, were asked to complete a standardized questionnaire on a Likert scale. Statistical analyses, including descriptive statistics using the One-SAMPLE Test, were conducted to assess the nature of the relationship between human resource management functions and the survival and success of contemporary organizations. The study's conclusions show a strong positive relationship between organizational performance, human resource planning, and how long modern businesses last. Similarly, the study concludes that a human-centric HRM approach of HRM planning is necessary in the modern workplace to guarantee complete employee engagement and the best talent retention in modern business. This is crucial since it increases the organization's overall sustainability, productivity, and survivability. As a result, companies should make sure that human-centered HR practices are used. These findings suggest that enhanced employee performance and the survival of contemporary businesses are closely related to human resource planning role of human resource management. The study's conclusions indicate that human resource management techniques, human resource planning, have the potential to fundamentally change the workplace by enhancing worker performance, ensuring the survival of modern companies, and significantly raising employee engagement and productivity while retaining top talent.

Keywords: *Human Resource Management, Survival of Modern Businesses, Human Resource Planning, Recruitment and selection, Employee Appraisal*

Introduction

Human resource management, or HRM, is a planned, unified, and integrated strategy to hiring, developing, and ensuring the welfare of workers within a business. Human resource management encompasses all administrative decisions and actions that affect the nature of the relationship between the organization and its human resources, or its personnel (Chukwuka & Nwakoby 2018). In order to obtain a competitive edge, HRM is a distinctive approach to employment

management that strategically deploys a highly skilled and dedicated workforce using a range of integrated people, structural, and cultural strategies (Carnevale & Hatak 2020).

Globalization has increased as a result of the recent integration of the economies of numerous nations to enable international trade through connections and technical advancements (Carnevale & Hatak, 2020). This expansion has raised competition in both home and international markets and put more pressure on businesses to recruit and retain highly skilled people. Many businesses rely on their workforce to give them a competitive advantage in the marketplace. Thus, there is a close relationship between their efficiency and human resource management (Collins, 2021). Organizations rely on their performance to function. All businesses aspire to succeed in the marketplace (Dien, 2020). Organizations function well when their objectives are met. When assessing an organization's performance, goal-setting is extremely important. Objectives are usually along financial lines to support an organization's aims and maintain a balance between income and expenses. The success of an organization is determined by its financial performance. However, non-profit organizations must focus on non-monetary objectives such as spreading the gospel, helping the community, or battling disease. The organizations' idea of what is considered good performance has altered as a result.

Other aspects of organizational life are increasingly taken into consideration when evaluating performance. Businesses, for example, aim to attract the greatest people and satisfy customer preferences (Chukwuka & Dibia, 2024). As a result, organizations are becoming more aware of how other elements contribute to their success. Another crucial element that businesses consider is the happiness and wellness of their workforce. Employee productivity and goal-achieving ability are directly impacted by their well-being. Additionally, organizations consider stakeholder relations, sustainability, and social responsibility. Since HR management facilitates performance evaluation, it is crucial to research how it affects organizational performance (Cooke, Schuler & Varma, 2020). HR management is essential to evaluating an organization's efficacy since it acts as a direct line of communication between employees and higher management. HR is crucial in promoting communication between senior management and employees, per a study conducted in the hotel industry (Tuan, 2018). Therefore, the success of organizations is influenced by HR. It is responsible for communicating the strategic plans of the organization. It is also responsible for communicating the organization's objectives to its employees. They affect the success of the organization in this way. When workers are aware of their responsibilities, they perform better. Employees are informed of the objectives by the HR management. HR is also responsible for performance reviews (Amrutha & Geetha, 2020). As a result, the HR division assesses performance levels and if goals are fulfilled. Human resource operations seem to be critical to the company's performance. Examining how HR managers see their contribution to the company's performance is crucial. It is equally important to assess how employees see HR managers' contributions to organizational management.

Other HR practices, including as recruiting, firing, benefits, and wellness, may have an effect on the organization's success. For example, HR is responsible for hiring new employees. Thus, HR may directly affect performance by hiring the individuals required to meet the company's objectives. The organization's requests for staff training are also covered. Therefore, management might affect employees' capacity to achieve their objectives. Research usually focuses on how each HR practice impacts the company's success.

The functions and practices of HR management may have an effect on the performance of the organization. HR management can impact organizational performance in a variety of short-term, direct ways as well as long-term, indirect ones (Sherafat & Elahi, 2018). Therefore, it is essential to examine the relationship between HR management and organizational performance. Finding out if the assumptions are true or false is the aim of these research.

Numerous academic studies have examined the connection between HR strategies, such as outlining the department's vision and goals, and organizational success, like increasing stakeholder, customer, and employee satisfaction. Furthermore, the majority of research focuses on a specific company or industry and how its HR procedures affect its output. Because of this, even when multiple academics examine HR organizations and procedures, their findings are unique to a single business. Because it will be applicable to all organizations, consider employee perspectives, and contribute to the body of knowledge already available to identify approaches to better the employer-employee relationship, the study is essential. This is due to the fact that achieving high performance and satisfaction levels throughout the workforce requires an awareness of the perspective on the topic (Stahl et al. 2020).

The study does not identify how HR management in general affects organizational performance. HR managers in different organizations in countries that researchers have not prioritized need to be aware of these general facts in order to understand their impact on performance. The study aims to bridge this gap by answering the research question, "What is the impact of HR management on organisational performance?" The researcher will conduct interviews with HR managers and employees to collect qualitative information regarding their viewpoints on the subject. The study will ascertain the positive and negative effects of HR management on organizational performance. Speaking with HR managers and employees would help the researcher have a deeper grasp of organizational strategic planning and implementation (Amrutha & Geetha, 2020). The data will be used by HR management to inform their practice choices. The researcher will make recommendations regarding best practices that improve and those that worsen organizational performance based on the research findings. The information is crucial for understanding how workers perceive HR practices and how they impact the business's efficacy. Additionally, the survey will look at how employee perceptions have changed after the COVID-19 pandemic. As a result, it will offer current data on organizational performance and HR management (Hanić & Jevtić, 2020).

Thus, the purpose of the study is to contribute to the body of existing information on HR management. The researcher will carry out a cross-sectional investigation. The study's findings will improve our comprehension of the relationship between HR management and organizational success. The research aids in this by looking at the perspectives of both HR managers and employees. The perspective of employees is required because previous study has primarily focused on management's viewpoint at the expense of employee perspectives. Employee opinions must be considered since they implement established policies. Through human resources management, management can influence and shape workers' skills and behavior at work (Rasool et al., 2021).

1.2 Statement of Problems and Justification for this study

Companies today are having a hard time retaining their finest workers, and some are having a hard time attracting top talent. Every company wants to hire and keep the best workers, but it can be challenging to do so consistently, which is why this study was carried out. Carelessness and discrimination in the human resources planning, recruiting, selection, training & development, and performance review procedures can also have a detrimental effect on any organization's success. There is no denying that human resources management (HRM) has changed from traditional personnel management to strategic HRM, human capital management, and talent management in general. However, it should be noted that traditional human management is still used by many service organizations, including fast food outlets in Nigeria. Personnel management is narrowly focused and inverted. It viewed labor as a tool whose behavior could be manipulated to the benefit of the organization and altered as it wore out. In this globalized era of expanding service industries and increasing service demand, all workers should be managed appropriately and effectively. This will only be possible if the company prioritizes employee satisfaction. As Capowski (2007) properly pointed out, the managerial objective of HRM initiatives should be to increase employee work satisfaction.

Therefore, the goal of this study is to ascertain the type of connection that exists between organizational performance and human resource planning, specifically in fast food outlets in Asaba, Delta State, Nigeria.

2.0 Literature Review

2.0 The concept of Human Resource Management

Human resource management is the methodical and integrated approach to hiring, educating, utilising, motivating, and retaining human resources within an organization. It comprises a set of interrelated policies, guidelines, and processes designed to ensure effective human resource management, promote organizational effectiveness, and make it easier to achieve individual and organizational objectives. Human resource management (HRM) include hiring and selection, training and development, performance management, pay and benefits, employee relations, and labour law compliance, in addition to fostering a healthy corporate culture and facilitating innovation and change (Chukwuka 2018).

HRM practices are a system that recruits, trains, motivates, and retains people, according to Schuler and Jackson (1987). In order to make sure that a company's human resources help it achieve its business objectives, HRM practices are also seen as a set of internally consistent policies and processes (Delery & Doty, 1996). According to Minbaeva (2005), companies may manage their human resources by promoting the development of firm-specific abilities, complex social relationships, and organizational knowledge in order to maintain competitive advantage. Human Resources Management is "a distinctive approach to employment management that seeks to gain an advantage through the strategic deployment of a highly motivated and competent staff, using an integrated array of cultural, structural, and personnel techniques," according to Storey (1995).

However, HRM is "anything and everything connected with the administration of employee interactions in the firm," according to Byarsand Rue (2004), who also described HRM as "activities designed to provide for and coordinate the human resources of an organisation." The definition uses the terms anything and everything to make clear the wider range of topics

covered by policies like employment contracts and the ways in which employees may get involved and participate in activities not specifically mentioned in those contracts, thereby ensuring a suitable work-life balance (Boxall & Purcell, 2000).

Increasing employee productivity is the human resources department's main objective. Human resources professionals focus on implementing rules and procedures in addition to managing an organization's human capital. They might be authorities in fields including hiring, training, employee relations, or benefits. Finding and hiring exceptional talent is the duty of recruiting specialists. Training and development professionals ensure that employees receive training and continue to grow. To do this, training programs, incentive programs, and performance reviews are employed. Employee relations handle complaints from employees on policy infractions including harassment or discrimination. Someone in the benefits department creates pay scales, family leave rules, employee discounts, and other benefits. On the other side of the field are business associates or generalists in human resources. Without its most valuable asset, its employees, a business finds it difficult to thrive. In order to achieve the organization's goals, human resource management activities include planning, organising, leading, commanding, and cooperating processes as well as acquiring, developing, using, evaluating, maintaining, balancing, and retaining the right number of workers and employees with the right skill mix (Appelbaum 2001).

Although, various researchers like (Huselid, 2005; Delery and Doty, 2006; Schuler and Jackson, 2009; Turner, 2010; and Mello, 2012) have carried out studies on the above subject matter mostly in developed countries, but to the best of our knowledge none of these previous studies have examined the impact of human resources management on organizational performance specifically in the Nigeria Fast Food Restaurants with special focus on Delta State using variants such as human resource planning, recruitment, selection, training and development and organizational performance. Hence, the reason why the researcher has chosen the framework below;

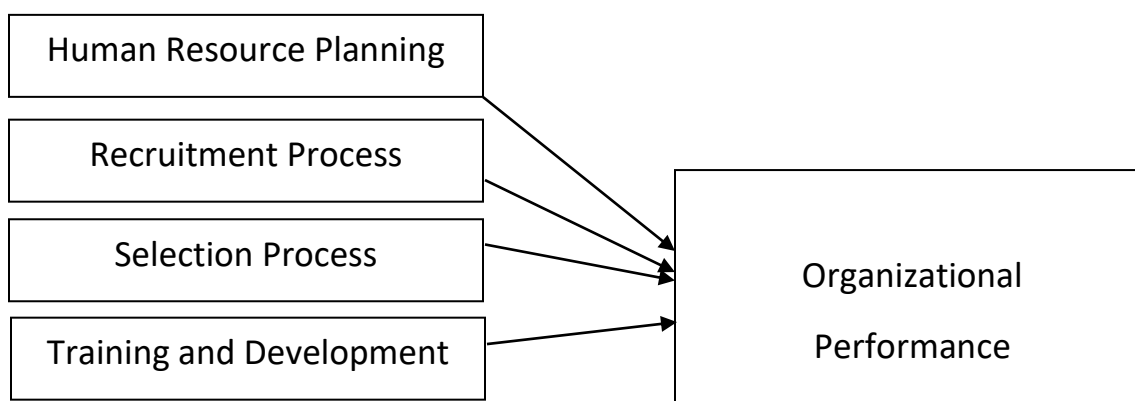


Fig 2.1: Source: Researcher's Model (2016).

2.2. PRACTICES OF HUMAN RESOURCE MANAGEMENT (HRM)

Since the world is more unpredictable and competitive than ever, service-based sectors are looking for more creative ways to obtain a competitive edge, such as through HRM practices (Mousa & Othman, 2020). There are various ways to characterise HRM practices. In order to

ensure the successful implementation and the survival of the organization and its members, Schuler and Jackson (2007) described HRM practices as a system that recruits, trains, inspires, and retains personnel (Mousa & Othman, 2020). a collection of procedures that businesses employ to manage their human resources by helping people build firm-specific competences, creating intricate social relationships, and creating organizational knowledge to maintain a competitive edge. In light of this, we came to the conclusion that HRM practices are associated with particular procedures, official regulations, and ideologies that are intended to draw in, nurture, inspire, and keep workers who guarantee the smooth operation and continued existence of the company.

Five common practices—performance appraisal, career management, reward systems, training, and recruitment—that have been consistently linked to innovation are shown by a study of the research (Laursen & Foss, 2003; Shipton, Fay, West, Patterson & Birdi, 2005). However, the following human resource management methods will be the main emphasis of this study: training and development, recruiting, selection, and human resource planning.

Since HR practices are what determine the success of HR management, they must be taken into account in this research. Regardless of an organization's location, HR management practices and commitment are critical to its performance, according to a Middle Eastern and North American study (El-Kassar & Singh, 2019). The results of the study show the kinds of HR procedures used to calculate the anticipated performance of the organization. Analyzing how HR practices affect organizational performance is therefore wise.

Training, hiring, and incentives are HR procedures that affect business performance. The organization's performance in the future is impacted by HR's participation in hiring. A company with a talented team has a great chance of meeting client expectations and doing well in the marketplace as a result. Employees are chosen by HR during the hiring process. The ability to function successfully in the future is enhanced by recruitment strategies that find skilled personnel (Wright & Constantin, 2021). To properly integrate employees into HR procedures, it's critical to take into account how they view the role of HR management in organizational performance.

Training is the other HR procedure that affects performance. Businesses make sure their staff members are competent to perform properly by providing them with training. Furthermore, training exercises assist businesses in making sure staff members adjust to shifts in the market and consumer preferences. Businesses that leverage training and bonus incentives to entice young talent outperform those that overlook it in terms of staff retention and performance. All of the organization's training requirements are met by HR management. Thus, management directly affects the performance of the company.

Organizational performance is also enhanced when HR uses incentives. Incentives and prizes are used by HR managers to inspire staff members, claim Kang and Lee (2021). One crucial component of an organization's performance is the usage of incentives. Compared to demotivated workers, motivated employees exhibit higher levels of satisfaction, productivity, and performance (Dziuba et al., 2020). HR managers are encouraged by the literature now in publication to implement incentives as a means of employee motivation.

Social responsibility and corporate sustainability improve the success of organizations. Nevertheless, a framework for differentiating management's responsibilities in social

responsibility and corporate sustainability is lacking (De Stefano et al., 2018). Customer attractiveness, staff attraction, and business success are all influenced by corporate sustainability and social responsibility (Zhang et al., 2020). Since HR practices on the topic are uncertain, it is unclear how HR contributes to organizational performance in this way.

The body of research suggests that HR management can use HR practices to affect organizational performance. Organizational performance is enhanced by specific HR procedures, such as hiring, training, providing incentives, and inspiring staff. According to the research, sustainability and corporate social responsibility both enhance organizational performance. But as of right now, HR management lacks the frameworks necessary to fully participate in these organizational management facets. Furthermore, managers do not know what they need to do differently to prevent performance issues. The study will examine how HR managers can improve performance through sustainability and corporate social responsibility.

2.3 Human Resources Planning Function

Turner (2010) asserts that "an organization's ability to get the right people in the right place at the right time is what determines its success." All organizations must make sure they are hiring the appropriate amount and quality of employees because their primary purpose is to achieve the well-defined goals and objectives outlined in their corporate and company strategy. This can be done through efficient human resource planning. "Plan and anticipate what might happen in the various domains of the organizations' internal and external environment and to develop plans to address these events prior to their actually happening" is the overarching goal of human resource planning (Mello, 2011).

Today's challenging economic environment has made it more important than ever for businesses to be abreast of internal and external developments and to make sure they have the skills, knowledge, and abilities to handle them. It is reasonable to assume that the primary focus of workforce planning these days is on downsizing, cutting back, and making do with what they have, given that companies appear to be dealing with more layoffs than hiring. The Nigeria Bureau of Statistics' most recent data (NBS, 2012) shows that the seasonally adjusted jobless rate increased by an astounding 9.2%. "Organizations were engaged in human resource planning not just to 'right-size' for the current downturn but also to have the capability in place to thrive in the future and to ensure they continue to attract and develop talent to deal with a range of future scenarios," according to a recent study. This may suggest that even if businesses are approaching hiring more strategically, it is still a crucial issue.

An organization runs the danger of being either overstaffed or understaffed if it is unable to forecast its future human resource needs as precisely as possible. Both situations can have a detrimental impact on the organization's overall performance (Mello, 2012). Mello (2012) asserts that "an organization experiences a loss of efficiency in operations when it has too many employees because of excessive payroll costs and/or surplus production that cannot be marketed and must be inventoried." Some organizations opt to stay overstaffed out of fear of losing their skilled employees and not being able to attract them when/if demand ultimately increases, even though one of the most common causes of overstaffing in organizations is simply a failure to recognize and address the issue.

In contrast, "having too few employees" causes the company to lose sales since it can't meet the current client demand (Mello, 2012). Understaffing is becoming more common, particularly in

the public sector when an employment embargo prevents hiring regardless of whether a post opens up due to turnover, resignation, or retirement. It is frequently noted that when organizations lack sufficient people, employees' work is evaluated based on their output rather than the quality of their job. Barker (2006) observes that "assessments regarding an individual's performance in an understaffed setting are less a function of fine discriminations in process behaviours and more a function of whether the job got done (i.e. task accomplishment)" (Mousa & Othman, 2020). When attempting to accurately forecast future demands for human resources, human resource managers must take into account a number of factors, such as the duration of time they must cover and the type of activities the organisation engages in (Taylor, 2008). The hiring of more highly qualified or less skilled employees is one of the primary areas of differentiation in the human resource planning recruitment process.

When it comes to hiring, these positions have been separated into two primary groups: succession planning and aggregate planning. "Aggregate planning anticipates the general skills employees need to ensure sustained high performance as well as the needs for groups of employees in specific, typically lower-level jobs." On the other hand, succession planning concentrates on the kinds of people who might be the most suitable for the important managerial roles that the company must ensure are filled (Mello, 2012).

The literature now in publication shows that administrators oversee and manage the functioning of their organizations. Optimizing the organization's performance at any given time is the responsibility of the management (Dien, 2020). Reducing workplace errors and making sure there are mechanisms in place to lessen their impact is one method of performance management (Guchait et al., 2018). Through a variety of HR procedures and policies, managers are committed to making sure they keep an eye on and control the performance levels at their companies.

The management of organizational performance is significantly aided by HR management. The efficiency of controlling organizational performance is determined by the HRM system's strength (Van Waeyenberg et al., 2020). HR management is also in charge of evaluating the performance of the organization, identifying any gaps, and devising solutions for those shortcomings (Sherafat & Elahi, 2018). The numerous distinct ways that HR management might affect organizational success are examined in this overview of the literature. The literature is silent on what managers should not do, even though they already know what they should do. The purpose of the study is to find out what employees believe managers should no longer do.

2.4 THEORETICAL REVIEW

Two of the main theories about the topic were examined. These are the social exchange theory (SET) and the resource-based view theory (RBV).

2.4.1 Resource-Based View (RBV)

According to the RBV, a company can gain a competitive edge by not only acquiring but also by developing, integrating, and efficiently using its organizational, human, and physical resources in ways that provide distinctive value and are challenging for rivals to copy (Barney, 1991). According to the RBV, businesses should search inside themselves for sources of competitive advantage in their intellectual and physical resources. According to researchers (e.g. Barney, 1991; Newbert, 2008; Takeuchi et al., 2007; Wright et al., 2001), the main principles of RBV are that competitive advantage will result from resources that are valuable, uncommon, unique, and

non-substitutable. Here, rarity is defined as a resource that is not currently accessible to many of the organization's present or potential competitors, while value is defined as resources that either take advantage of opportunities or neutralize threats to the organization (Barney, 1991). The difficulty other businesses have replicated the resources for their own use is known as imitability. Lastly, non-substitutability means that competitors cannot duplicate the benefit using alternative resources (Barney, 1991). A company or organization is considered to have resources that could eventually result in a sustained competitive advantage when all of these conditions are met (Barney, 1991; Allen & Wright, 2007).

Much of the current strategic management research on knowledge-based views of the firm (Grant, 1996), human capital (Hitt, Bierman, Shimizu, & Kochar, 2001), and dynamic capabilities (Teece, Pisano, & Shuen, 1997) is based on the resource-based view, which has emerged as the fundamental theoretical underpinning.

A large portion of SHRM theory and research is presented against the backdrop of the resource-based perspective (RBV), which has played a significant role in the field's development (Colbert, 2004). The main reason for this is that the RBV has caused the strategy literature to place more focus on internal company resources as sources of competitive advantage rather than external factors like industry position (Wright et al., 2001). HR's claim that people are strategically vital to a company's success has gained credence as internal resources are increasingly recognised as sources of competitive advantage. As a result, there has been a persistent attempt to logically or conceptually ground SHRM in the resource-based perspective. For example, Wright et al. (2001) made a distinction between HR practices (HR tools used to manage human capital) and a company's human resources (i.e., the human capital pool). Applying the ideas of value, rareness, inimitability, and substitutability, they contended that since any one HR practice could be readily imitated by rivals, they could not serve as the foundation for a long-term competitive advantage. Instead, they suggested that the pool of human capital—a highly qualified and driven workforce—had a higher potential to serve as a source of long-term competitive advantage. According to these authors, the human capital pool needs to be highly skilled and motivated to behave in a productive manner in order to be a source of competitive advantage.

The company influences the pool of human capital and elicits the desired employee behaviour through the people management system. For two reasons, the RBV is a suitable hypothesis to support the relationship between organizational performance and HRM practices. The first is the human capital pool, which is made up of the stock of employee behaviour, motivation, abilities, and knowledge. In addition to eliciting pertinent conduct, HR practices can aid in expanding the knowledge and skill base. The movement of human capital within the company comes in second. Both the movement of people (with their unique knowledge, talents, and capacities) and knowledge itself are reflected in this. HR procedures can undoubtedly affect people's mobility. More significantly, though, the kinds of compensation structures, organizational culture, and other HRM elements affect how much staff members are eager to produce, disseminate, and use information within the company. Third, the third area that demonstrates the connection between HRM and the resource-based view of the company is the dynamic processes that organizations use to modify and/or renew themselves. According to Wright et al. (2001), HR practices are the main tools that a company can use to alter the pool of human resources and try to alter employee behaviours that contribute to organizational success.

2.4.2 Theory of Social Exchange (SET)

One of the most important concepts for comprehending workplace conduct is social exchange theory (SET). Despite the emergence of divergent perspectives on social exchange, scholars concur that it entails a sequence of contacts that result in duties (Emerson, 2006). These relationships are typically viewed within SET as interdependent and depending on another person's behaviour (Blau, 2004). Additionally, SET highlights the possibility of creating high-quality connections through these interdependent interactions (Cropanzano & Mitchell, 2005). Blau (2004) defines social exchange as a partnership with unclear future responsibilities. Similar to economic exchange, social interaction creates the anticipation of a future return on contributions, although it is unclear exactly what kind of return it will be. Moreover, social transaction does not take place on a calculated or quid pro quo basis, suggesting that it establishes long-lasting social patterns. While social exchange relationships are built on people's faith that the other parties to the exchange would fairly fulfil their duties over time, economic exchange is based on transactions (Emerson, 2006). Maintaining social exchange requires this trust, particularly in the short term when there may be perceived or transient imbalances between an individual's contributions—their input into the relationship—and inducements—the advantages they receive from taking part in the social exchange relationship.

Additionally, social interaction is expected to be fair over the long term, but economic exchange is usually expected to be fair during the short term (Newbert, 2008). One of the fundamental principles of SET is that relationships develop into mutually dependable, devoted, and trusting bonds over time. Parties must follow specific "rules" of exchange in order to do this. A "normative definition of the situation that forms among or is adopted by the participants in an exchange relation" is described by rules of exchange (Emerson, 2006). Accordingly, "the guidelines" of exchange processes are the rules and standards of exchange (Cropanzano & Mitchell, 2005). Another fundamental principle of SET is that social exchange depends on connection investment (Shore, Tetrick, Lynch, & Barksdale, 2006). In trade relationships, trust and investment are actually interwoven. In particular, trust is necessary in social transactions since both parties invest in the other party with a certain amount of inherent risk that the investment won't be returned (Blau, 2004; Shore et al., 2006).

Another fundamental principle of SET is that social interaction necessitates a long-term perspective because it is continuous and founded on sentiments of duty (Blau, 2004; Shore et al., 2006). Additionally, the focus on the socioemotional (i.e., sentiments of trust and obligation) aspects of the trade is another fundamental principle of SET (Shore et al., 2006). The original purpose of SET was to take interpersonal interaction development and maintenance into consideration. Since then, it has been used in connections at work or in the employment relationship (e.g., Shore et al., 2006). Differences between the parties to the connection are of particular interest to social exchange theorists. According to Flynn (2003), there is a broad assumption that employees can establish distinct social exchange connections with their immediate supervisor, coworkers, and employing organisations. These ties have an impact on conduct. In particular, people are inclined to reciprocate kindness and helpfulness towards the party with whom they have a social exchange relationship since they return the favours they receive (Cropanzano & Mitchell 2005).

3.0 Methodology

This study adopted a cross-sectional survey research design which used primary data through questionnaire shared to fast food restaurants in Asaba, Delta State, Nigeria which constitutes the study population. Only the management staff of the chosen fast food restaurant in Asaba, Delta State, which has 133 employees overall, will be the focus of the population and sample aspects. The rationale behind selecting just management personnel is that they are responsible for overseeing all HRM operations and procedures inside the company.

4.0 Result

The presentation and analysis of the data gathered from respondents using the researcher's questionnaire are the topics of this chapter. The analysis was conducted in a way that improved the recommendations based on the findings. It also covers hypothesis testing. One hundred and thirty-three (133) questionnaires were provided to respondents; however, only 108 (81%) of them were returned. The entire distribution is represented by the collection of completed surveys.

Analysis of Research Questions

Department "A": Personnel Data of Respondents

Table 1: Age Distribution of Respondents

Age	No. Of Respondents	Percentage (%)
18-28yrs	35	32.41
28-38yrs	42	38.9
38-48yrs	23	21.3
48-58yrs	8	7.40
Total	108	100

Source: Field Survey, 2025

According to the age distribution table in this case, 35 respondents, or 32.41%, were between the ages of 18 and 28; 42 respondents, or 38.9%, were between the ages of 28 and 38; 23 respondents, or 21.3%, were between the ages of 38 and 48; and 8 respondents, or 7.40%, were between the ages of 49 and older. The information in the age distribution table has been statistically presented and analyzed.

Table 2: Academic qualification of respondents

Academic Qualification	No of Respondents	Percentage%
SSCE	28	25.93
NCE/OND	30	27.8
HND/B.SC	35	32.41
MSC	15	13.9
PhD	-	-
Total	108	100

Source: Field Survey, 2025

According to the data analysis demonstration, it is truthful to say that 28 respondents, or 25.93% of the sample, held an SSCE certificate, 30 respondents, or 27.8%, were drawn from the NCE/OND, 35 respondents, or 32.41%, and 15 respondents, or 13.9%, held an MSc certificate,

while no respondents or percentages were found for the PhD. The study's academic qualification distribution table's statistical results are displayed in the table.

4.1. Criteria, Respondents, and Group Returns

According to table I above, 108 of the 133 copies of the surveys that were distributed—or 81%—were returned.

Summary of responses using five point Liker's scale

S/N	Questionnaire	SA	A	U	D	SD
1	Human resource management is directly connected with the survival of your modern business	48	45	5	10	0
2	Human resource management practices is improving the performance of your modern businesses	50	43	5	8	4
3	Human resource management practices of your modern organization have helped to retain staff.	40	43	3	17	5
4	Human resource planning of your modern organization is helping your business to survive.	39	49	5	13	2
5	The recruitment process of your modern organization is helping your business to retain her staff and survive the business	57	40	4	7	0
6	Selection process of your modern business hire only the best talents to your organization	35	52	5	19	0
7	Training and development of your modern organization has led to staff motivation	45	39	4	16	4
8	Training and development of your modern business has improved employee performance	46	51	0	10	19
9	Training and development of staff of your organization has led to the retention of your best talents	41	58	0	9	2
10	Your modern organization engages is periodic staff training and development	49	54	31	1	1
11	Adequate Human resource planning and implementation has led to the survival of your modern business	38	50	2	6	2
12	Human resource management practices of your modern organization is positively connected to the survival of your business	35	63	0	7	3

Field Survey 2025

Hypothesis Testing

First hypothesis

H1: There is significant connection between human resource planning and organizational performance and Survival.

One-Sample Test						
Questions	Test Value =0					
	T	Df	Sig (Two tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
1	2.097	4	.104	21.60000	-6.9933	50.1933
2	2.182	4	.095	22.00000	-5.9995	49.9995
3	2.546	4	.064	21.60000	-1.9524	45.1524
4	2.285	4	.84	21.60000	-1.9524	47.8459

The five questions in the one sample t-test table above yield a good result. The table t-value is 1.812; however, the computed t-value is 9.110. This indicates that the calculated t-value ($9.110 > 1.812$) is higher than the table t-value. As a result, we reject the null hypothesis and support the alternative hypothesis, which holds that organizational success and survival are significantly and favourably correlated with human resource planning.

4.2 Discussion of Findings

According to the study's examination of the data, human resource planning, organizational effectiveness, and the survival of contemporary enterprises are significantly positively correlated. In a similar vein, the study concludes that a human-centric HRM practice of HRM planning is necessary in the modern workplace in order to guarantee employee full engagement and the best talent retention in modern business. This is necessary because it enhances the organization's overall productivity, survival, and sustainability. As a result, companies should make sure that their human resource practices are human-centric. This outcome is consistent with Chukwuka and Nwakoby's (2018) research, which found that HRM practices have a favourable and significant impact on an organization's performance.

4.3 Conclusion

The study found a substantial positive correlation between the survival of modern organizations, organizational performance, and human resource planning. The study comes to the conclusion that in order to ensure full employee engagement and the best talent retention in contemporary business, a human-centric HRM practice of HRM planning is required in the current workplace. Because it improves the organization's overall productivity, survivability, and sustainability, this is essential. Consequently, businesses should ensure that their HR procedures are human-centered. The study also showed a positive and significant relationship between modern businesses' ability to survive and how well their hiring and selection processes work.

4.4 Recommendation

According to the study's findings, the survival and performance of an organization are directly and positively correlated with the human resource management techniques of human resource planning. Therefore, the study suggests that contemporary organizations should combine the above-mentioned comprehensive and human-centric HRM practices with AI workplace automation, which shortens turnaround times and increases productivity and effectiveness. The introduction of AI should be human-centered and not aimed at replacing human labour.

5.0 References

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