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Impact on Organizational Productivity in Nigeria

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Abstract
Investigates how factors like organizational culture, staff training, leadership style, and technology affect productivity in Nigerian organizations. Studies using cross-sectional surveys and statistical analysis have found that factors such as training, a positive employee attitude, and leadership style are critical for government employees, while organizational culture is a significant driver of productivity in higher education institutions. The impact of these variables is explored to understand their role in boosting performance and profitability. ***Organizational Culture:*** *Studies have shown that a strong organizational culture, where employees are connected to the company's mission and values, is directly linked to higher productivity.* ***Staff Training and Development:*** *Adequate staff training and professional qualifications are identified as key factors that improve employee productivity.* ***Leadership and Management:*** *Supportive leadership, clear goals, and effective management practices, including staff welfare and recognition, are crucial for employee motivation and performance.* ***Technology and Tools:*** *The use of modern equipment and technology plays a significant role in how efficiently organizations can operate, communicate, and collaborate.* ***Employee Attitude and Motivation:*** *A positive employee attitude towards work and a sense of motivation are essential for meeting occupational duties and achieving organizational goals.*

INTRODUCTION
In the past few years, there has been a considerable deal of research focusing on the relationship between strategic Human Resource management practices and organizational performance. These studies were fuelled by the argument that access to capital and technology, are becoming less effective as they can be easily imitated by competing organizations. Human resource is argued to represent an asset that can provide a source of competitive advantage because it’s often difficult to duplicate by competitors and hard to substitute even within the same organization.

Human Resource Management according to Bratton and Gold (2003) is “a strategic approach to managing employment relations which emphasizes that leveraging people’s capabilities is critical in achieving competitive advantage”. The human resources of an organization is a composition of men and women, young and old who engage in the production of goods and services of the organization. They constitute the greatest assets of any organization.

The human resources are seen as the bedrock of an organization, as the organization is overwhelmingly dependent on human capacity for the supply of physical labour, technical and professional skills, which are germane for effective and efficient planning and implementation of development policies, programmes, projects, and daily activities.

Research Design

The design employed in this study is the survey design. This is because the study of this nature requires an in-depth inquiry which can only be conducted through a survey.

Population of the Study

The population for this study comprises of staff of Dangote Sugar Plc in Apapa branch with strength of 250.

Sampling, Procedure and Sample Size

The sampling technique used in this study was the convenience sampling. This method was adopted for the sample size of 150 employees of Dangote Sugar Plc.

Data Collection Instrument and Validation

Relevant data for this study were gathered through the use of questionnaire. Out of 150 questionnaire administered, 108 were properly filled and returned. However, the instrument was validated by the supervisor after much perusal and necessary corrections being made.

Method of Data Analysis

The data collected were analysed with the use of frequency tables while the hypotheses were tested with the use of Chi-Square.

Limitation of the Study

Several limitations encountered in the course of the study were listed below:

Finance: Insufficient fund was a limitation to this study.

Poor Response: Some of the respondents could not answer the questions correctly.

Time: There was no much time to fully carry-out the research on a lengthen measure.

Table 4.1 Distribution and return of questionnaire

Questionnaire	**Numbers**	**Percentage**
Returned	108	72
Unreturned	42	28
Total	**150**	**100**

Source: Field Survey, (2023)

The Table 4.1. above outcome shows that out of 150 questionnaires distributed, 108 representing 72% were returned while 42 of 28% were unreturned.

4.3 RESPONDENTS BIO DATA

Table 4.2: Sex

		Frequency	Percent
Valid	Male	67	62
	Female	41	38
	Total	**108**	**100.0**

Source: Field Survey, (2023)

As indicated in Table 4.2, 67(62%) of the respondents were male while 41 (38%) were female. This shows that male staff participated more in the study than the female respondents.

Table 4.3: Age

	Frequency	Percent
18 - below 30 yrs	42	39
30 – below 40 yrs	27	25
40 – below 50 yrs	24	22
50 – 60 yrs	11	10
60 and Above	4	4
Total	**108**	**100.0**

Source: Field Survey, (2023)

In the age grade category in table 4.3, 42 (39%) of the respondents were between 18 - below 30 years of age, another 27 (25%) were between 30 – below 40 years, 24 (22%) were between 40 – below 50 years of age,11 (10%) were 50 – below 60 years while 4 (4%) were 60 years and Above. This implies that Dangote Sugar Plc has younger staff in the organization.

Table 4.4: Marital Status

		Frequency	Percent
Valid	Single	43	40
	Married	42	39
	Widowed/Widower	18	17
	Divorced	5	4
	Total	108	100.0

Source: Field Survey, (2023)

The Marital status revealed 43 (40%) respondents were single, 42 (39%) respondents are married, 18 (17%) Widowed / Widower, 5 (4%) respondents were divorced. This indicates that Dangote Sugar Plc have more single people in the organization.

Table 4.5: Qualification

		Frequency	Valid Percent
Valid	Primary	15	14
	W.A.S.C/Equivalent	16	15
	OND	8	7
	HND	8	7
	B.Sc	32	30
	MBA	16	15
	MSc	13	12
	Total	**108**	**100.0**

Source: Field Survey, (2023)

The qualification category showed that the organization has more skilled labour in the organization in possession of B.Sc certificate with a number of 32 (30%) respondents.

Table 4.6: Staff Category

		Frequency	Valid Percent
Valid	Management	6	6
	Senior	37	34
	Junior	48	44
	Contract	17	16
	Total	**108**	**100.0**

Source: Field Survey, (2023)

The staff category shows that 6 (6%) respondents are management staff, 37 (34%) respondents are senior staff, 48 (44%) respondents are in the junior staff category while 17 (16%) respondents are contract staff.

4.4 SECTION B: RESEARCH QUESTIONS

Question 1: How does human resource management influence organizational productivity?

Questionnaire: Item 1, 2, 3 and 4 were used to answer this question.

Table 4.7: Influence of Human Resources Management and Organizational Productivity

S/N	ITEMS	SA	A	SD	D	TOTAL
1	Human resource management enhance organizational productivity	45 (42%)	41 (38%)	10 (9%)	12 (11%)	108 (100%)
2	Human resource management can motivate the work force to increase organizational productivity	43 (40%)	38 (35%)	12 (11%)	15 (14%)	108 (100%)
3	Human resource management improves job satisfaction and flexibility, which encourages high performance and productivity	53 (49%)	40 (37%)	7 (6%)	8 (7%)	108 (100%)
4	Human resource management can create a good working atmosphere for workers in order to increase productivity	51 (47%)	47 (43%)	5 (5%)	5 (5%)	108 (100%)

Source: Field Survey 2023

Table 4.7 above reveals that 45 (42%) of the respondents strongly agreed and supported by 41 (38%) that Human resource management enhance organizational productivity, 10 (9%) respondents strongly disagreed and 12 (11%) respondents disagreed to the above opinion. This simply means that majority of the respondents are in support of the opinion that Human resource management enhance organizational productivity

Again, 43 (40%) respondents strongly agreed that Human resource management can motivate the work force to increase organizational productivity; 38 (35%) respondents supported the opinion while 10 (9%) respondents disagreed and 15 (14%) respondents strongly disagreed. This indicates that Human resource management can motivate the work force to increase organizational productivity.

Another 53(49%) respondents strongly agreed that Human resource management improves job satisfaction and flexibility, which encourages high performance and productivity; 40 (37%) respondents supported the opinion while 7 (6%) respondents disagreed and 8 (7%) respondents strongly disagreed. This indicates that Human resource management improves job satisfaction and flexibility, which encourages high performance and productivity.

Furthermore, 51(47%) respondents strongly agreed that Human resource management can create a good working atmosphere for workers in order to increase productivity; 47 (43%) respondents supported the opinion while 5 (5%) respondents disagreed and 5 (5%) respondents strongly disagreed. This implies that Human resource management can create a good working atmosphere for workers in order to increase productivity.

Question 2: How can the performance appraisal of human resource management be measured in an organization?

Questionnaire: Item 5, 6, 7 and 8 were used to answer this question.

Table 4.8: Performance Appraisal of human resource management are being measured

S/N	ITEMS	SA	A	SD	D	TOTAL
5	Performance appraisal is measure based on employees competency on the job	51 (47%)	35 (32%)	10 (9%)	12 (11%)	108 (100%)
6	It is measure via the period review of employee's overall performance based on identified work objectives.	47 (44%)	39 (36%)	11 (10%)	11 (10%)	108 (100%)
7	Performance Appraisal is measured based on employee contribution to the organization	59 (54%)	34 (32%)	8 (7%)	7 (6%)	108 (100%)
8	Good human resource of human resource management is measure by providing ongoing feedback of employees	57 (53%)	36 (33%)	7 (6%)	8 (7%)	108 (100%)

Source: Field Survey 2023

Table 4.8 above shows that 51(47%) of the respondents strongly agreed and supported by 35 (32%) that Performance appraisal is measure based on employees competency on the job while 10 (12%) respondents strongly disagreed and 12 (11%) respondents disagreed to the above opinion. This simply means that majority of the respondents are in support of the opinion that Performance appraisal is measure based on employees competency on the job.

Again, 47 (44%) respondents strongly agreed that Performance appraisal is measure via the period review of employee's overall performance based on identified work objectives; 39 (36%) respondents supported the opinion while 11 (10%) respondents disagreed and 11 (10%) respondents strongly disagreed. This indicates that Performance appraisal is measure via the period review of employee's overall performance based on identified work objectives.

Another 59 (54%) respondents strongly agreed and supported by 34 (32%) respondents that Performance Appraisal is measured based on employee contribution to the organization while 8 (7%) strongly disagreed to the stated opinion and 7 (6%) respondents also disagreed. This implies that majority are in support of the opinion aforementioned statement.

Furthermore, 57 (53%) respondents strongly agreed and supported by 36 (33%) respondents that good human resource of human resource management is measured by providing ongoing feedback of employees while 6 (6%) strongly disagreed to the stated opinion and 8 (7%) respondents also disagreed. This implies that majority are in support of the opinion aforementioned statement.

Question 3: What are the strategic steps taken by human resource management in enhancing organizational performance?

Questionnaire: Item 9, 10, 11 and 12 were used to answer this question.

Table 4.9: Strategic Steps Taken by Human Resource Management in Enhancing Organizational Performance

S/N	ITEMS	SA	A	SD	D	TOTAL
9	The human resources department performs in the staff capacity by giving advice.	49 (45%)	35 (33%)	12 (11%)	12 (11%)	108 (100%)
10	Human Resource management motivate employees to perform better	53 (49%)	32 (30%)	9 (8%)	14 (13%)	108 (100%)
11	Human Resource Management provide a conducive environment that aid productivity	59 (54%)	34 (31%)	8 (7%)	7 (6%)	108 (100%)
12	Human Resources management give employees on the job training to make them more effective	43 (40%)	36 (33%)	14 (13%)	15 (14%)	108 (100%)

Source: Field Survey 2023

Table 4.9 above shows that 49 (45%) of the respondents strongly agreed and supported by 35 (23%) that the human resources department performs in the staff capacity by giving advice while 12 (11%) respondents strongly disagreed and 12 (11%) respondents disagreed to the above opinion. This simply means that majority of the respondents are in support of the opinion that the human resources department performs in the staff capacity by giving advice.

Again, 53 (49%) respondents strongly agreed that Human Resource motivate employees to perform better; 32 (30%) respondents supported the opinion Human Resource management motivate employees to perform better while 9 (8%) respondents disagreed and 13 (16%) respondents strongly disagreed. This indicates that Human Resource management motivate employees to perform better.

Another 59 (54%) respondents strongly agreed and supported by 34 (31%) respondents that Human Resource Management provide a conducive environment that aid productivity; while 8 (7%) strongly disagreed to the stated opinion and 7(6%) respondents also disagreed. This implies that majority are in support of the opinion aforementioned statement.

Furthermore, 43 (40%) respondents strongly agreed that Human Resources management give employees on the job training to make them more effective; 36 (33%) respondents supported the opinion while 14 (13%) respondents disagreed and 15 (14%) respondents strongly disagreed. This indicates that Human Resources management give employees on the job training to make them more effective.

Question 4: What are the challenges encountered by human resource management in an organization?

Questionnaire: Item 13, 14, 15 and 16 were used to answer this question.

Table 4.10 Challenges Encountered by Human Resources Management

S/N	ITEMS	SA	A	SD	D	TOTAL
13	Human Resources management are faced with the problem of unqualified personnel in the organization	44 (41%)	40 (37%)	12 (11%)	12 (11%)	108 (100%)
14	Human Resources management are faced with problem of shortage of manpower	51 (47%)	34 (32%)	9 (8%)	14 (13%)	108 (100%)
15	Human resources management does not maximize the employees skill in an organization	59 (54%)	34 (31%)	8 (7%)	7 (6%)	108 (100%)
16	Human Resource management are faced with the problem of unskilled workers in an organization	45 (42%)	34 (32%)	14 (13%)	15 (14%)	108 (100%)

Source: Field Survey 2023

Table 4.10 above shows that 44 (41%) of the respondents strongly agreed and supported by 40 (37%) that Human Resources management are faced with the problem of unqualified personnel in the organization, 12 (11%) respondents strongly disagreed and 12 (11%) respondents disagreed to the above opinion. This simply means that majority of the respondents are in support of the opinion that Human Resources management are faced with the problem of unqualified personnel in the organization.

Again, 51 (47%) respondents strongly agreed that Human Resources management are faced with problem of shortage of manpower; 34 (32%) respondents supported the opinion while 9 (8%) respondents disagreed and 14 (13%) respondents strongly disagreed. This indicates that Human Resources management are faced with problem of shortage of manpower.

Another 59 (54%) respondents strongly agreed and supported by 34 (31%) respondents that Human resources management does not maximize the employee's skill in an organization while 8 (7%) strongly disagreed to the stated opinion and 7(6%) respondents also disagreed. This implies that majority are in support of the opinion aforementioned statement.

Furthermore, 45 (42%) respondents strongly agreed that Human Resource management are faced with the problem of unskilled workers in an organization; 34 (32%) respondents supported the opinion while 14 (13%) respondents disagreed and 15 (14%) respondents strongly disagreed. This indicates that Human Resource management are faced with the problem of unskilled workers in an organization.

Question 5: What are the functions of human resource management in an organization?

Questionnaire: Item 17, 18, 19, 20, 21 and 22 were used to answer this question.

Table 4.11: Functions of Human Resources Management

S/N	ITEMS	SA	A	SD	D	TOTAL
17	Human Resources management Participate in strategic planning and influencing the strategic direction of the company	55 (51%)	30 (28%)	9 (8%)	14 (13%)	108 (100%)
18	Human Resources management contribute to the goal accomplishment and the survival of the company	59 (55%)	34 (32%)	8 (7%)	7 (6%)	108 (100%)
19	Human Resources management aid the attracting, developing and retaining of high-quality people	57 (53%)	36 (33%)	7 (6%)	8 (7%)	108 (100%)
20	Human Resources management provide individuals with stimulating and interesting work and gives them the autonomy and flexibility to perform their jobs well.	54 (50%)	44 (40%)	5 (5%)	5 (5%)	108 (100%)
21	There is no relationship between human resources management and organizational performance	50 (47%)	36 (33%)	10 (9%)	12 (11%)	108 (100%)
22	Human Resources Management constitute to organization performance	54 (50%)	29 (27%)	10 (9%)	15 (14%)	108 (100%)

Source: Field Survey 2023

Table 4.11 above reveals that 55 (51%) of the respondents strongly agreed and supported by 30 (28%) that Human Resources management Participate in strategic planning and influencing the strategic direction of the company, 9 (8%) respondents strongly disagreed and 14 (13%) respondents disagreed to the above opinion. This simply means that majority of the respondents are in support of the opinion that Human Resources management Participate in strategic planning and influencing the strategic direction of the company.

Again, 59 (55%) respondents strongly agreed that Human Resources management contribute to the goal accomplishment and the survival of the company; 34 (32%) respondents supported the opinion while 8 (7%) respondents disagreed and 7 (6%) respondents strongly disagreed. This indicates Human Resources management contribute to the goal accomplishment and the survival of the company.

Another 57 (53%) respondents strongly agreed and supported by 36 (33%) respondents that Human Resources management aid the attracting, developing and retaining of high-quality people while 7 (6%) strongly disagreed to the stated opinion and 8 (7%) respondents also disagreed. This implies that majority are in support of the opinion aforementioned statement.

Furthermore, 54 (50%) respondents strongly agreed that Human Resources management provide individuals with stimulating and interesting work and gives them the autonomy and flexibility to perform their jobs well; 44 (40%) respondents supported the opinion while 5 (5%) respondents disagreed and 5 (5%) respondents strongly disagreed. This indicates that Human Resources management provide individuals with stimulating and interesting work and gives them the autonomy and flexibility to perform their jobs well.

Again, 50 (47%) respondents strongly agreed that there is no relationship between human resources management and organizational performance; 36 (33%) respondents supported the opinion while 10 (9%) respondents disagreed and 12 (11%) respondents strongly disagreed. This indicates there is no relationship between human resources management and organizational performance.

Another 54 (50%) respondents strongly agreed and supported by 29 (27%) respondents that Human Resources Management constitute to organization performance while 10 (9%) strongly disagreed to the stated opinion and 15 (14%) respondents also disagreed. This implies that majority are in support of the opinion aforementioned statement.

Testing Hypotheses

Hypothesis 1

H_o: There is no significant relationship between human resource management and organizational productivity.

H_1: There is significant relationship between human resource management and organizational productivity.

This hypothesis was tested using the questions analyzed in item 1 of table 4.7

$$\chi^2 = \sum \frac{(f_o - f_e)^2}{f_e}$$

Table 4.12: Computation of X^2 of Hypothesis One

	O	**E**	**O - E**	**O – E^2**	**O – E^2 / E**
SA	45	27	18	324	12
A	41	27	14	196	7.3
SD	10	27	-17	289	10.7
D	12	27	-15	225	8.3
Total	**108**	**108**			**38.3**

Df = (R-1) (C-1) = (4-1) (5-1) = 3 x 4 =12

The result of X^2 analysis of hypothesis one found that X^2 calculated value of 38.3 was greater than X^2 critical table value of 21.0 which was significant at 0.05 level of significance with 12 degree of freedom. Therefore, the null hypothesis which states that “There is no significant relationship between human resource management and organizational productivity.” was rejected while the alternative hypothesis was accepted. This further shows that there is significant relationship between human resource management and organizational productivity.

Hypothesis 2

H_o: Human resource management does not contribute to organizational performance

H_1: Human resource management contribute to organizational performance
This hypothesis was tested using the questions analyzed in item 22 of table 11

$$\chi^2 = \sum \frac{(f_o - f_e)^2}{f_e}$$

Table 4.13: Computation of X^2 of Hypothesis One

	O	**E**	**O - E**	**O – E²**	**O – E² / E**
SA	54	27	27	729	27
A	29	27	2	4	0.2
SD	10	27	-17	289	10.7
D	15	27	-12	144	5.3
Total	**108**	**108**			**43.2**

Df = (R-1) (C-1) = (4-1) (5-1) = 3 x 4 =12

The result of X^2 analysis of hypothesis one found that X^2 calculated value of 43.2 was greater than X^2 critical table value of 21.0 which was significant at 0.05 level of significance with 12 degrees of freedom. Hence, the null hypothesis which states that "Human resource management does not contribute to organizational performance" was rejected while the alternative hypothesis was accepted. This further shows that Human resource management contribute to organizational performance.

CONCLUSION

Indeed, Human Resource practices can enhance firm performance when internally aligned with one another to manage employees in a manner that leads to competitive advantage. The practices can create value for a firm when the individual practices are aligned to develop critical resources or competencies.

There is no doubt, therefore, that the ability of any organization or society to achieve its goals depends to a large extent on the caliber, organization, motivation and general administration of its human resources. As such, human resource/manpower administration is a critical factor in the achievement of organizational objectives.

RECOMMENDATIONS

The recommendations of the study are stated below:
i. The organization should provide adequate amenities to it immediate environments.
ii. The organization should ensure that the employees are well motivated to enable a maximum expectation.
iv. A committee should be established to oversee the work of Human Resource Management in the organization.
v. A periodic performance appraisal should be carried out in order to motivate the employees.

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