AN ASSESSMENT OF THE IMPACT OF HUMAN RESOURCES MANAGEMENT ON ORGANIZATIONAL EFFECTIVENESS. (A CASE STUDY OF UNION BANK OF NIGERIA-MARINA BRANCH, LAGOS)

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Abstract - The purpose of this paper is to determine the role which the Human Resources Management plays in ensuring organizational effectiveness in Union Bank of Nigeria Plc. The study intends to determine the implications, methods of employments and its impact on the job efficiency with the aim of finding how it affects the worker behaviour and make general recommendations to the Management of Union Bank of Nigeria plc in areas of improvement. Questionnaires were used to gather data and random sampling method was used to select the respondents. The major findings of this study revealed that the Union Bank of Nigeria Plc has a properly structured Human Resources Management, but staffs are not fully motivated for their productivity. The recommendations are that Human Resources Management should continue to employ specialist to oversee the various departments of the Bank and ensure that staffs are fully motivated by remunerating them fully for their productivity.

Keywords - Theory X and Theory Y, Features, Functions and Challenges of HRM

I. INTRODUCTION
Human Resource Management is an organizational function that designed how best way for organizations to maximize employee performance in their service of an employer's strategic objectives. Human Resource Management is primarily concerned with the management of personnel within any human organizations, focusing on policies and on systems. Human Resource Management in any organizations specifically undertake a number of tasks, including employee benefits design employee recruitment, "training and development", performance appraisal, and rewarding. Human Resource Management also concerns itself with industrial relations policies, that is, the balancing of organizational practices with requirements arising from collective bargaining and from governmental laws.

II. STATEMENT OF RESEARCH PROBLEM
The Human Resources Management in most companies are top executive reporting directly to the Managing Director and the problem of controlling the Human Resources Management arose from the fact that management of organization belief that anybody can head the Human Resources Management and therefore it wasn’t given priority because it looks at as a hiring and firing function and the realisation of organizational goals depends on the personnel because no organization can achieve its stated objectives without the right persons being placed at the right channel and a number of organizations do not appoint competent HR specialist in achieving organizational goals, hence this becomes a serious problem to the achievement of the overall organizational objective. It is on this ground that this paper intends to examine impact of Human Resources Management on organizational effectiveness with Union Bank of Nigeria as a case study in order to proffer suggested solutions to overcome these challenges.

III. OBJECTIVES OF THE STUDY
To examine how the practice of Human Resources Management by Union Bank of Nigeria Plc.
To identify the problems associated with Human Resources Management in Union Bank of Nigeria Plc.
To provide solutions through recommendations based on the findings to financial institutions.

IV. CONCEPTS FRAMEWORK
Human Resources Management is a term used to describe the individuals who make up the personnel of any company and is also the name of the management function within an organization charged with the overall responsibility for implementing strategies and policies relating to the management of persons in the organization. In ensuring that organizational objectives are achieved, the Human Resources Management function is to implement an organization’s Human Resources Management requirements effectively and efficiently, taking into account of ethical business practices in a manner that maximizes, as far as possible, employee motivation, commitment and productivity.

V. THEORETICAL FRAMEWORK
Theory X and Theory Y in Human Resource Management
These are theories of (human) motivation and human resource management that was developed by

There are two types of employees according to these theories are that managers may encounter in the organization. These models are used by leaders to understand how to best motivate their employees. The theory has been used by management to formulate and develop motivation and positive management styles, strategies and techniques. It remains central to the organizational development and in improving organizational culture.

**Theory X**

According to Dr. Kumi Mark, if organizational goals are to be met, 'Theory X' managers must rely heavily on the threat of punishment to gain employee compliance. When practiced, this theory can lead to mistrust, highly restrictive supervision and a punitive atmosphere. The 'Theory X' manager believes that all actions can be traced, and the responsible individual needs a direct reward or a reprimand according to the action's outcomes. This managerial style is more effective when used to motivate a workforce that is not inherently motivated to perform. It is usually exercised in professions where promotion is infrequent, unlikely or even impossible and where workers perform repetitive tasks. One major flaw of this management style is that it limits employee potential and discourages creative thinking.

The theory also assumes autocratic management. The Theory says that managers under Theory x assume that most people are naturally lazy and not very smart, thus they need to be controlled and closely monitored and supervised.

**Theory Y**

Theory Y, in contrast, is characterized by considering the worker as the most important asset of the company. Workers are considered optimistic, dynamic and flexible people. It is believed that workers enjoy their physical and mental work, viewing it as a game or as something to be enjoyed. Workers also have the ability to solve any problem in a creative way, but worker's talent is wasted in many organizations giving them standards, rules and restrictions that leave workers without any freedom at all.

This study adopts Theory X because most people in Nigeria Organization are naturally lazy, thus they need to be controlled and supervised. They need to be motivated at all time in order ensure organization effectiveness.

VI. FEATURES OF HUMAN RESOURCE MANAGEMENT (HRM)

Human resource management is a management of an individual

1. Human resource management is a continuous process
2. Human resource management is a dynamic function
3. Human resource management is a strategic approach
4. Human resource management is an integration of goals

VII. FUNCTIONS OF THE HUMAN RESOURCE MANAGEMENT (HRM)

1. Acquisition
   Acquisition function is concerned with recruitment and selection of manpower requirement for an organization. It ensures that the company has the right number of people at the right place and at the right time that are capable to complete required work. It is the starting point of HRM function.
2. Development
   Development phase begins after the socialization of newly appointed employees in an organization. It is an attempt to improve employee performance by impacting knowledge and skill to perform the task properly and, it is also for existing employees to develop them according to change in internal and external environment.
3. Maintenance
   This is concerned with the process of retaining the employees in the organization. This contributes towards keeping the employees who can do extremely better for the organization. It creates such a homely and friendly environment for those high performers, and makes them to remain in the organization for a longer period of time.

VIII. THE ROLE OF HUMAN RESOURCES DEPARTMENT IN ENSURING ORGANIZATIONAL EFFECTIVENESS

HR is generally viewed as a support function to the business, helping to minimize costs and reduce risk. Depending on the size of the organization, it might be possible for one person to handle all of the Human Resources Management (HRM) functions. As an organization grows, however, it might be necessary to expand from a single HR Manager to a HRM team. Although this adds to the cost, many organizations have found that overseeing the welfare of their personnel ultimately benefits the organization financially. The role of HR Department in ensuring organizational efficiency is carried out through the overseeing of all functions that affect human relations, selection of personnel and working terms.
conditions. The importance of HRM is related to its relevance in the organization of an effective workforce. A HRM Department of any organization is responsible for human resources and human capital related issues, such as the identification of the manpower needs in the organization, the recruitment of the necessary employees to fill the identified manpower requirements, and exercises aimed at fitting the selected manpower into positions that match their capabilities.

The importance of HRM can also be seen in its efforts toward the improvement of the human capital. When it comes to manpower planning, the importance of HRM includes carrying out an analysis of the present and future manpower requirements of the company. A knowledge of the specific manpower needs will help the HR Department know the exact number of employees needed to fill open vacancies and also to make projections regarding the possible future manpower requirement of the company. This knowledge is also necessary for planning the different types of orientation and training for the different types of employees.

Another aspect of many organizations that is part of personnel management is the drafting of a handbook for employees or anyone else in the organization. Establishing policies and procedures, requirements for employment, commendation, Leave and bereavement policies, benefits that are provided to employees and disciplinary procedures and even things such as dress codes must be compared with legal guidelines before a handbook is ready to be issued. A sometimes-overlooked aspect of HRM is the emotional welfare of the people in the organization. Many HR Managers understand that a happy, well-adjusted employee can be an asset to an organization. To this end, many HR Managers try to provide opportunities for people who are in need of counselling to receive treatment. This often involves scheduling time during working hours for counselling sessions and perhaps paying for the cost if it is not covered by insurance.

Another role of HRM is the recruitment of the needed manpower utilizing the information gained during the process of manpower planning. The process of recruiting employees may be from within or external, which involves the use of employment agencies to supply both temporary and permanent employees as well as other forms of employee recruitment drives. For instance, an organization could place adverts in different sources like newspapers, magazines and on the radio. It may also engage in direct college recruitments, where representatives of the organization would organize job fairs on campuses for the recruitment of recent college graduates. Internal sources of employee recruitment include such processes as the promotion of employees within the organization, the transfer of employees from one division or department to another, and the re-absorption of ex-employees who may have been laid off during periods of downturns in the economy.

After the selection of the appropriate employees through interviews and various tests, the HR Department will proceed to conduct orientations for the new employees. This also includes an investment in the human capital of the employees through training and further personal development programs aimed at improving the performance of the various individuals. As such, another importance of HRM is the increase in productivity and output of the workforce through training. Some of these training methods include workshops, training on the job, and other resources like conferences and seminars.

One of the areas in which HR Department has made notable strides in ensuring organizational efficiency in recent years has been the improvement and simplification of record keeping procedures and paper processing. Finally, HRM policies protect the privacy of employees and the trade secrets of employers by introducing confidentiality agreements. The HR Department to some certain extent work by the exercise of certain control. These controls are largely in fields of selection and position classification. In the selection of HR field, some staff unit must of necessity see that all reasonable sources of candidates for the given situation must be used, that minimum qualification requirements are adhered to, that irrelevant factors such as race are not determining and that all laws relating to veteran preferences, oath of office, citizenship, age are also strictly adhered to.

IX. CHALLENGES OF HUMAN RESOURCE MANAGEMENT (HRM)

1. Environmental Challenges, that is, external forces and institutions that are beyond the access and control of management. Hence, the managers face difficulties in managing such environmental issues.

2. Organizational Challenges, that is, forces that are internal to the firm but they are the by-product of environmental challenges. The management has control over these issues and can be managed by efficient management.

3. Individual Challenges, that is, forces that are related to the personnel aspect of the organization. It includes all the complexities that are raised due to organizational interaction with people.

X. RESEARCH METHODOLOGY

STUDY POPULATION AND DETERMINATION OF SAMPLE SIZE

For the purpose of generating primary data for analysis, some employees of Union Bank of Nigeria...
An Assessment of the Impact of Human Resources Management on Organizational Effectiveness. (A Case Study of Union Bank of Nigeria-Marina Branch, Lagos)

Plc. (Marina-Lagos Branch) are selected for opinion sampling. Therefore, they represented the selected samples from which the primary data are generated for assessing the impact of Human Resources Management on organizational effectiveness.

PROCEDURE FOR DATA COLLECTION AND DATA ANALYSIS
For this study, the Researcher embarked on personal consultation and visitation for the generation of both primary and secondary data. The primary data were generated through questionnaires alongside personal interview. While the secondary data are generated through direct retrieval and review of related data.

DATA REQUIRED FOR THE STUDY/METHODS OF DATA COLLECTION
The study used both primary-personal interview and questionnaire that are structured and also open-ended in order to be objective and allow the respondents to provide information that are not covered and secondary data are documents from the Human Resource Department of the Union Bank of Nigeria, empirical studies, textbooks, internet article, and journals to establish the framework and arguments that are related to the study.

XI. LIMITATION OF THE STUDY
The problem of insufficient information is a major limitation of this study. This is due to the fact that the organization inability to release important information that will assist in carrying out this research. The information obtained from interview was limited, although the questionnaires provide to be of more help. Adequate time proved to be a problem because of other works.

XII. FINDINGS
1. The rating of the present Human Resources development programmes in the Organization gave an answer to this question and it shows that there is room for improvement based on this rating as the ‘outstanding’ rating is very low.
2. The contribution of the Department on the growth of the Organization rated the Department as unsatisfactory.
3. The Organizational staff were not fully remunerated compared to services they rendered. This clearly shows that the staff of the Union Bank of Nigeria Plc. are not fully remunerated in comparison with the services they render.

XIII. RECOMMENDATIONS/CONCLUSION
1) Employees should be encouraged to work through the creation of very conducive working environments for them.
2) The Human Resources Management should always strive to improve its Human Resource development programs.
3) The Human Resources Management should employ seasoned specialist to man the Human Resources affairs.
4) The Human Resources Management should ensure that the employees are fully motivated by remunerating them fully for services they render.

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