

**A SURVEY OF THE EFFICIENT AND EFFECTIVE
PERSONNEL MANAGEMENT IN SMALL AND MEDIUM
SCALE INDUSTRIES**

[CASE STUDY OF FIVE SMALL AND MEDIUM SCALE INDUSTRIES IN OWERRI IMO STATE]

BY

NNOROM VICTORIA CHIDUMEBI

BA/2009/234

DEPARTMENT OF BUSINESS ADMINISTRATION

FACULTY OF MANAGEMENT AND SOCIAL

SCIENCES CARITAS UNIVERSITY AMORJI-NIKE

ENUGU,

AUGUST, 2013

TITLE PAGE

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**A RESEARCH PROJECT SUBMITTED TO THE
DEPARTMENT OF BUSINESS ADMINISTRATION
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REQUIREMENT FOR THE AWARD OF BACHELOR OF
SCIENCE (B.SC) DEGREE IN BUSINESS
ADMINISTRATION**

AUGUST, 2013

CERTIFICATION

This is to certify that this project has been duly supervised, approved and found adequate in scope and content for the award of Bachelor of Science degree in department of business Administration in the faculty of management and social sciences, Caritas University Amorji-Nike, Enugu.

The work embodied in this project report is original and has not been submitted in part or in full for any other diploma or degree of this or any other university.

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Prof G. U Nwanguma

Date

(Project Supervisor)

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Prof G.U. Nwanguma

Date

(Head of Department)

DEDICATION

This piece of work is dedicated to Almighty God, who made everything possible for it to come to a successful end, and also to my beloved parents; Mr. and Mrs. Herbert Nnorom

ACKNOWLEDGMENT

I am indebted in a very special way to my lovely parents; Mr. and Mrs. Herbert Nnorom for their encouragement and support towards my academics both financially and morally also a big thanks to my siblings, Ogechukwu, Ogochukwu and Prosper for all their contributions and words of encouragement which made me strong and kept me going.

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TABLE OF CONTENT

Title page.....	i
Certification.....	ii
Dedication.....	iii
Acknowledgement.....	iv
Table of content.....	v
Abstract.....	vi

CHAPTER ONE: Introduction

1.1 General background of the study

1.2 Statement of the problem

1.3 Objective of the study

1.4 Research question and hypothesis

1.5 Significance of the study

1.6 Scope and limitation of the study

1.7 Definition of terms

REFERENCES

CHAPTER TWO: Literature Review

2.1 Theoretical frame work

2.2 Historical Background

2.3 Current literature on theories postulated above

CHAPTER THREE: Research Methodology

3.1 Research design

3.2 Sources of data

3.3 Population of the study

3.4 Sample design

3.4 1 Determination of the sample size

3.4 2 sampling technique

3.5 Questionnaire design, distribution and collection

Response.

3.5 1 Research instrument used

3.6 Method of data presentation and analysis

REFERENCES

CHAPTER FOUR: Presentation, Analysis And

Interpretation of Data

4.1 Data presentation and analysis

4.2 Analysis based on research hypothesis

References

CHAPTER FIVE: Summary of Findings Recommendation

And Conclusion

5.1 Summary of findings

5.2 Conclusion

5.3 Recommendation

Bibliography

Questionnaire

ABSTRACT

The efficiency and effectiveness of any organization whether small or big depends on the people that manage it. And manning an organization has been a serious problem of small and medium scale companies like Nigeria and because of this, these companies have not been able to achieve their goals. It is against this background that this research work was conducted to investigate such problems as sources of recruitment and selection of workers, human resources development and motivational factors in these companies. The following findings were made after analyzing the data also the research adopted a descriptive method of survey; the sample method used was random sampling method .Both primary and secondary source of data were used to obtain relevant information. The industries have a total population of 80 employees and sample size of 50,which is drawn from the total population using yaro yamani formula.120 questionnaires were distributed,100 were received, and in chapter 4 the data collected were analyzed using the sample percentage technique. The major findings was that the management in small and medium scale industries needs a change to enhance employee performance therefore owners should employ the assistance of consultant firm in recruiting and selecting their workers.

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND OF THE STUDY

The rate of increase in population in the world is fast growing especially in developing countries like Nigeria, that societal demands for essential goods and services are so much on the increase that government owned companies and industries cannot meet up with these demands. The government being aware of these pertinent problems created a healthy environment in which some multi-nationals, the societal demands for services and goods have been satisfied, but not completely.

Further, since human beings are insatiable and the satisfaction of a problem leads to another, the society at large demanded for some other smaller commodities in which the government owned and multi-national companies couldn't meet up with the demands because of either disturbance in their production schedules or the small quantities demanded. The government therefore gave legal authority by way of edicts to interested individuals to establish their own small-scale companies of their choice. Not only that they were given legal authority, they were given loans by government to set up financial institutions to monitor and supervise the operations of these small scale industries.

Agason Nigeria limited an example of such a small scale company established under such edicts: it is purely a one man business which was established in 1990, but it started production in 1994. It is a soap manufacturing company located in Owerri industrial layout in Imo state and has a staff capacity of thirty, made up of three supervisors graduates, and the rest of the staff are semi-skilled and unskilled workers. Her products are Anchor quality bar soap, ladder bar soap, Anchor and ladder tablets.

The organizational structure is such that the owner does all the managerial functions and every worker is expected to report to him before any actions are taken. But the company has not really received the financial assistant from banks because of lack of personnel and poor managerial capability of the owner. But it should be noted that whatever may be the organizational goals or activities of any company, it can only be achieved and implemented through effort and capabilities of people. Otherwise the organizational structure must be manned and staff properly. Therefore it can clearly be put that the appropriate management of human resources is an essential responsibilities in all business regardless of size, in fact, the smaller the business, the less important it is to select the right persons for the right job.

The question now become who then selects the right person and how did it start in small scale organizations. Small scale organization has been with man, since the creation of man. Man has produced controlled and sold his commodities before now,

and it is on history that every organization started as a small scale. During the early stages, man was regarded as an adjunct to machine which will be used fullest and discarded when not productive. This theory is regarded as “factor of production approach” or “commodity approach” and was founded by Taylor and his associates. It is the scientific management principle, and they argued that if wages are tied to the units produced, a worker will produce more units to get more money.

This approach gave rise to paternalistic management; which means management should show a fatherly protection towards the employees. It was predominant during the 1920s and replaced the commodity approach. The paternalistic benefits ranged from loans and appointment of welfare officers whose duty was to improve the welfare of employees.

During the 19th century, some group of persons tried to intervene in industrial affairs to support the position of underprivileged factory workers at the mercy of greedy employees. This process was known as social reformer and was greatly propounded by Lord Shaftesbury and Robert Owen they stood outside the organization and work place to criticize the behavior of employers and induce some changes. Personnel manager were appointed and provided with the frame of reference for the appointees to work within. It is important to that these companies under study were small scale companies. The social reformer gave birth to the “Benevolence” which was the next

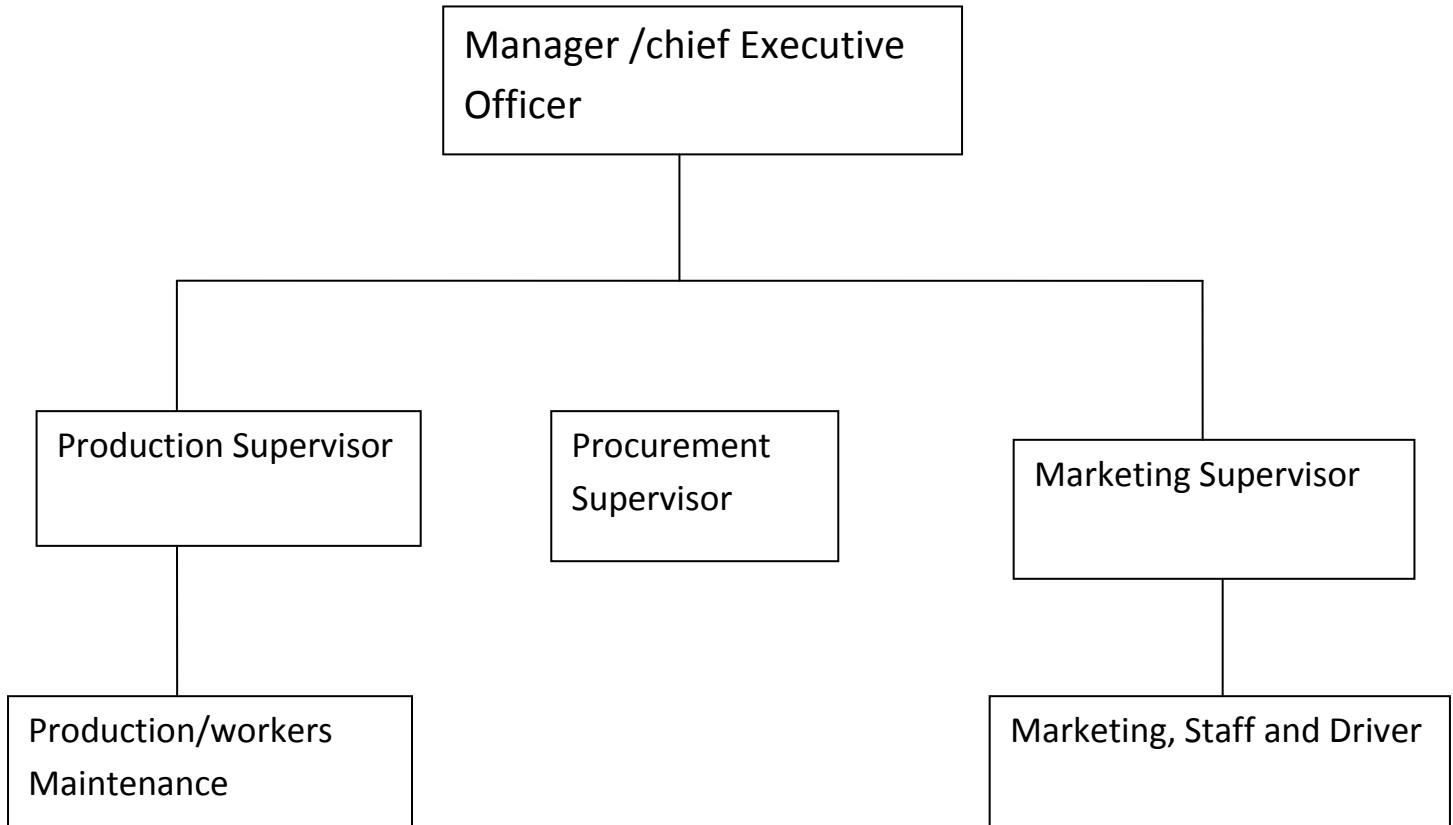
stage of personnel management and was developed by Quaker Families of Cadbury and Rowntree and the Lever brothers it appointed welfare officers who were given specific responsibilities for improving the lot of employees. They provided goodies for the employees because they partly desired them and they included childcare and health screening the benevolence lead to the “human official” or “Benevolent Approach “. At this stage, employing organization were taken a further step in increasing their size, specialization was emerging in the management levels and it led to the growth of personnel work , which is known as “staffing “. The human relations school of thought influenced the human bureaucracy stage in the development of personnel thinking, which was in many ways a reaction against scientific management. The human relation approach appealed immediately to those who were concerned about industrial conflict and the bad results from scientific management. The main advocate was Elton mayo (1993). The central idea was to emphasize informal social relationships and employee morale as contributions to organizational efficiency. It let to the concern, collective opinion or negotiation stage where appointed as their accredited representatives. Employee shifted towards bargaining with the representatives on at least some matters. The personnel manager actively participated in the bargaining since he had acquired bargaining expertise.

The human relations view gave a number of benefits to employees; they were paternalistic determined by management with more input from employees. Management felt the need to maintain good relations with employees because it believed this would lead to high performance. It thus, provided benefits not because employees demanded or needed such benefits but because it wanted to buy over the employees as a strategy for achieving its own objectives. It was popularized by the Hawthorn studies, which demonstrated the effect of framework and co-operation on performance.

The last stage is the manpower analyst, associated with the terms “management of human resources”. There is also the use of manpower planning in which organizations utilize and improve human resources. It assesses what manpower will be needed, decides what manpower in an organization is likely to have in the future, and take actions to ensure that supply meets demands.

This last stage is where the problems of personnel management lie in small scale organizations; this research will look deeply into the functions and problems of personnel management and ways of improving and combating them.

FIG 1: ORGANISATIONAL STRUCTURE OF AGASON NIGERIA LIMITED



1.2 STATEMENT OF THE PROBLEM

Personnel management in small medium scale industries has been faced with multi-dimensional problems. Personnel is one of our most complex and challenging fields or endeavors, this is because it is this function that integrates the interest of the organization-that of the employee and the society at large. The success of an organization depends largely on the activity of her personnel. And in the light of the foregoing, these questions were found relevant to guild the present research effort:

- I. What are the sources of recruitment in Agason Nigeria Limited?
- II. What are the sources of human resources development in Agason Nigeria Limited?
- III. What are the basics for wages and salary administration in small scale organizations?
- IV. What are the motivational factors in Agason Nigeria Limited?
- V. Is the owner aware of internal and external assessments within and outside the organization?

- VI. Does lack of fund impede the implementation of personnel functions in Agason Nigeria limited?
- VII. What are personnel functions in small-scale organizations like Agason Nigeria limited?
- VIII. What are future prospects of personnel management in small scale organizations like Agason Nigeria limited?

1.3 OBJECTIVE OF THE STUDY

The search for solutions to the problems and prospects of personnel management in small scale organizations has almost proved abortive. These problems are multifarious and the purpose of this research is to reduce these problems to the minimum and make small scale industries achieve or attain the purpose of which they were set up. Therefore the specific objectives of this research could be narrowed down as follows:

- 1) To determine whether or not human resources development affects the organizational efficiency of Agason Nigeria Limited.

- 2) To find out if motivation of workers helps in achieving the goals of Agason Nigeria Limited.
- 3) To determine if wrong selection and recruitment of workers has a negative effect on Agason Nigeria limited.

1.4 HYPOTHESES

The following hypotheses have been derived from the statement of problem and objectives of study as enumerated above.

- 1) H_1 human resources development affects the organizational efficiency of Agason Nigeria limited.
- 2) H_2 motivation of workers helps in achieving the goal of Agason Nigeria limited.
- 3) H_3 wrong selection and recruitment of workers has a negative effect on Agason Nigeria limited.

1.5 SIGNIFICANCE OF THE STUDY

The importance on the roles small and medium scale industries play in any country cannot be overstressed; these industries have therefore to be manned and staffed rightly in order to achieve these sole aims. This research could serve as a guideline for other researchers. Further, it is of academic interest of knowing, if the staffing and selection policies and productivity have a positive or negative correlation, and it will help in evaluating, if the objectives have been achieved. Organizational managers and policy formulator will gain a lot, if they are aware of these factors that spur or inhibit their employees to or from performance.

Finally, it is the hope of the researcher that small and medium scale organizations that do not have personnel managers should do so, because the owner of these companies cannot be perfect in all areas.

1.6 SCOPE OF THE STUDY

This research focuses on the personnel problems of Agason Nigeria limited from 1994 to date. Since is a company based in Owerri, the researcher may be constrained to use certain information internally. Of the three supervisors and twenty staff were administered with questionnaire, also thirty other workers from three other small scale organizations around the industrial area were given questionnaires who have stayed up to five years in each of these companies, which were used in this study.

1.7 OPERATIONAL DEFINITION OF TERMS

Under the operational definition of terms, the terms are to be defined operationally, that is, how they affect the study. The terms are listed below.

2. SMALL AND MEDIUM SCALE INDUSTRIES: The definition of small and medium scale industries vary within a country. In Thailand different agencies use different criteria to classify small and medium enterprises.

A. The ministry of industry uses employment and equity figures to define them as legally registered factories.

	Small Scale enterprise	Medium scale enterprise
Employment Criteria	>50 employees	50-200 employees
Equity Criteria	>10 million baht	10-100million baht

Meanwhile, the bank of Thailand, the small industry finance co-operation (SIFC) and the industrial finance co-operation of Thailand (IFCT) adopted another definition based on net fixed assets.

	Small –scale	Medium -scale
Net Fixed asset	>20 million baht	None

In Nigeria, it has various definitions according to different set up. Firstly, the small business enterprise are those whose total investment is limited to amount not in the large scale category and therefore do not have economics of scale on their own right.

- I. Low set up capital
 - II. Short gestation period
 - III. Small labour force
 - IV. Use of simple technology
- B. The small business Act of 1953, defined small business as firms as one which is independently owned, operated and not dominant in its field of operation. The act says that business is one, which is owned, managed controlled by one or two persons and has no defined organizational structure, has a relatively small share of the market and employees less than 50 people.
- C. The National council on industry in 1996 defines small enterprises as those in which the capital (working capital inclusive) falls within N 1million to N10million Naira with a marketed labour of between 11people. While medium enterprise is above N10 million Naira but not Exceeding N150 million and with labour force of between 35 and 100 people.

- D. The central bank of Nigeria credit policy and loans as one whose total cost excluding cost of land but including working capital is above N1 million but does not exceed N10 million.
- E. The small scale industries division of federal ministries of industries defines it as an enterprise having investment capital (including land, building, machinery, and equipment and working capital of up to N150,000 and employing not more than 50 people).
- F. The Nigeria bank for commerce and industry (NBCI) for the purpose of its revolving loan scheme to small scale industries defined small-scale enterprise as those investing more than N750,000 including working capital but exceeding the cost of land.

1.7 RECRUITMENT

Recruitment and selection are so interchangeably used in the employment process. But Guion's (1965) comment on recruitment portrays an all embracing view. Recruitment also includes the simple device of keeping the door to the employment office open so that application may

walk in off the street. Fleishmann (1967) appear to be more forthright, when he emphasizes that organization reach out for candidates through “visit by company executives to college campuses”.

Ungreson (1970) says recruitment is a process, the capacities and inclination of the candidate has to be matched against the demands and requirements of the given job or career pattern.

There are two sources of recruitment; internal and external sources.

a) **INTERNAL SOURCES:** Here, the organization prepares a comprehensive program of talents inventory and analysis to enable the personnel department to establish the correct standing of employees and stability for promotions and transfers. It is done within the organization.

b) **EXTERNAL SOURCES:** Organization goes outside to recruit for position whose conditions and specification cannot be met by existing personnel, for expansion and for lower –entry jobs. The external sources include words of mouth, advertisement, government employing agencies, schools and colleges just to mention a few.

1.7 SELECTION

According to Blum & Naylor (1968) selection, “involves picking for hire a subset of workers from the total set (population) of workers available for hire at any given moment of time”.

Anastasia (1965) defines personnel selection problem “as choosing from a number of available applicants, a smaller number of available applicants, a smaller number to be hired for hired for a given job”.

1.7 HUMAN RESOURCE DEVELOPMENT

It is known also known as employee training. Training is a learning process that involves the acquisition of skills by employees to enable them increases their performance. It is one of the most vital aspects of personnel management, because the success and failure of any organization is depends on the caliber of the human element.

There are many forms of human resources development; these include orientation and induction, refresher course, management seminars, conferences and workshops and the job-training.

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CHAPTER TWO

LITERATURE REVIEW

2.1 THEORITICAL FRAMEWORK OF THE STUDY

This study is based on works of other writers mostly articles in magazines, newspapers and textbooks.

"Human resource management is responsible for how people are treated in organizations. It is responsible for bringing people into the organization, helping them perform their work, compensating them for their labours, and solving problems that arise" (Cherrington, 1995, p. 5). There are seven management functions of a human resources (HR) department that will be specifically addressed: staffing, performance appraisals, compensation and benefits, training and development, employee and labor relations, safety and health, and human resource research.

Generally, in small organizations—those with fewer than a hundred employees—there may not be an HR department, and so a line manager will be responsible for the functions of HRM. In large organizations—those with a hundred employees or more—a human resource manager will

coordinate the HRM duties and report directly to the chief executive officer (CEO). HRM staff in larger organizations may include *human resource generalists* and *human resource specialists*. As the name implies, an HR generalist is routinely involved with all seven HRM functions, while the HR specialist focuses attention on only one of the seven responsibilities.

Term that is replacing personnel management and implying that personnel managers should not merely handle recruitment, pay, and discharging, but should maximize the use of an organization's human resources. Human Resource Management (HRM) is the term used to describe formal systems devised for the management of people within an organization. These human resources responsibilities are generally divided into three major areas of management: staffing, employee compensation, and defining/designing work. Essentially, the purpose of HRM is to maximize the productivity of an organization by optimizing the effectiveness of its employees. This mandate is unlikely to change in any fundamental way, despite the ever-increasing pace of change in the business world. As Edward L. Gubman observed in the *Journal of Business Strategy*, "the basic

mission of human resources will always be to acquire, develop, and retain talent; align the workforce with the business; and be an excellent contributor to the business. Those three challenges will never change."The problems of personnel management in small and medium scale industries could be traced back to the historical background according to small and medium enterprise working group in Taiwan in a report presented in 1966, it identified that because most small and medium scale industries hadn't personnel department, little attention was given to the human element in these business organizations. Workers were something to be bought and sold in market places. Workers were also solely viewed as an individual and the relationship of the individual to the work group which he was a part as well as influence inter personal relationships have upon human behavior and hence industrial productivity and morale were overlooked.

In 1968, in Taiwan also, the "small and medium enterprise guidance office", and they came out with the report and most of the small and medium enterprise approach to their workers is based on the scientific management of Taylor and his associates, which provided a good example of the matching of human characteristics with those of the machines these

organization view, their workers as one driven by fear of hunger, since they provided last hope employment for them. They believe if wages are tied to the units produce workers will produce more units. Workers were treated as factor of production or a commodity or a piece of machinery which after purchase, should be utilized to the fullest and discarded when no longer productive.

In 1991, in Thailand, the number of industries including the mills throughout the country was 64,107 of which 63,239 which or 98.6 conducted in may 1992 identified several difficulties constraining the fast development of this sector to induce poor managerial skills, poor marketing skills, and lack of qualified personnel. These personnel problems led to some other problems: liquidity problems as a result of the tight credit policies of financial institutions and high interest rates.

In 1994, in the study by the department of industrial promotion (DIP) in conjunction with APEC survey observed that the majority of the obstacles indentified by small scale representatives concerned training and education. They complained of difficulty in recruiting qualified personnel

for all levels by the; rank and file, engineers and middle level administrative staff. Moreover the sector complained that new graduate of vocational training institutes had to be re-educated because of poor job performance. This problem was further aggravated by the continuous rising of the wage rate and lack of support from the government in terms of human resources and development programs. In addition to these, due to lack of resources and know-how, they relied on the government to take initiative for developing training schemes for unskilled labour especially those coming from the agricultural sector and conceptualizing research and development programs that will produce experts in specialize field, construct training facilities.

The health and safety of Nigerians has not been encouraging, it is where most Nigerians are employed and earn their living, but little attention is given to it, but the need is great.

In the first survey made in Nigeria by Nowaiki for the Ilorin in 1963 (4) and since that of Olugbile in 1977 (5), they identified that workers don't work under occupational health services and because of this, workers don't put

in their best. They compared them with other large industries and multi-nationals operating in the country, they discovered three main occupational health services. The small-scale industries under study hadn't first aid boxes in place, whereas the medium scale industries has only 10 first aid boxes. The large scale industries had 100 first-aid boxes in every office. Secondly, the small scale had only 45 percent in terms of hazard score, medium scale had 60 percent and the large scale has 84 percent. Lastly the presences of fire extinguishers in small and medium scale industries were very small. They observed that the large companies had a better knowledge of health hazards present in their work and of the existing legislation that protect and promote the health of people at work that exists among workers.

In another conference on occupational safety held in Lagos Nigeria in 1964, the conference found out that, those organization don't educate and train personnel for healthy purposes, it further suggested that every company regardless of size should educate personnel and create society for occupational health.

A survey by the American Management Association (AMA) identified lack of authority as a main constrain to small and medium scale companies. It said that most of them are middle managers, and as such have little authority and influence relative to the top management (owner). They could recommend and implement, but the power to decide remained in the hands of the owner.

The owner often leaves them with responsibility and no authority. There are however, uncertain, contingent and extra functional authorities. In uncertain authority or where he is uncertain of his authority, the manager says, he can't do anything until his boss makes his decision. Middle manager feel constrained to act until the world comes down from the owner. Most times, they want managers of small scale industries, approximately 60 percent of them see their boss (owner) as "moderately" slow or "very slow" at reaching decisions and this is one of the problems of personnel management.

According to central bank annual report for 1983, it bitterly complained that the lending policy of the commercial banks have been a major source

of concern of the authority, the commercial bank have refuse to lend to small scale industries because of absence of proper planning and lack of business knowledge and experience. Most of these companies don't plan, as in determining in advance what to do, how to do it, when to do it and were to do it. They just start without gathering and evaluating data on potential markets resource requirements decisions in one area of the business must not be made in isolation of other areas for example production and finance, marketing e.tc Decisions need to be coherent and exhaustive, and as such detailed knowledge is not available to the small scale owners.

United States office of personnel management on Employee Health services for small and medium scale industries identified that most of those organizations operating in developing countries like ours don't have Employee Assistant Program (EAP) which is aimed at restoring employees to full productivity. These programs provide free, confidential short term counseling to identify the employee's problems and when appropriate, make a referral to an outside organization, faculty or program that can assist

the employee in resolving his or her problem. Further, it helps employee in resolving his or her problem. Further it helps employee achieve a balance between their work, family and other personal responsibilities. The united state office of personnel, said job effectiveness can be adversely affected when employees are faced with the mental or emotional problems, family responsibilities, financial or legal difficulties or dependent care needs. The EAP can be extremely important in the prevention of and intervention in workplace violence incidents.

Nigro and Nigro (1986) believe that most of these companies ignore human resource development just because they want maximize profit. But human resources development via employee training is sine qua non to organizational productivity. It is a futuristic element and every personnel manager should pay attention to it.

PERSONNEL FUNCTION IN SMALL AND MEDIUM INDUSTRIES

Fig: 2 shows Skillman's personnel management model. An overview of the five components of personnel in small business.

i. STAFFING: Staffing aspect include recruiting, selecting, transferring, promoting, demoting and separating staff members. In starting a business, it is the function of the personnel in small and business include staffing, determination of salaries and wages and other compensation training, keeping morale high, labour relations and maintaining safety and healthy programs. Personnel determine how many people will be required to run the business at first and then in the future. The personnel must specify the cost involved and the duties of each person.

ii. SELECTION:

It has been defined in the previous chapter, the manager should be very careful in selecting. Various tests should be conducted to test the natural frequency of the applicants and in order to make sure that the right persons are selected.

iii. ORIENTATION:

Employees should be made to feel accepted and part of the firm. They should be introduced on the first reporting to work, the immediate supervisor should introduce the new employee to fellow workers and review privileges as well as duties and responsibilities. The company's purpose, mission, history and opportunities should be introduced to him.

iv. LABOUR RELATIONS:

It is the duty of the personnel to sustain and initiate measures for peaceful and resourceful labour management relations. They should initiate machinery for dealing internally with complaints, grievances and disputes in units of the organizations.

v. WAGES AND SALARY ADMINISTRATION:

It is the duty of the personnel manager to determine salary/wage review. Salary and wage should be reviewed regularly in order to attract and retain workers.

vi. EMPLOYEE RELATIONS AND WELFARE:

They include steps and measure to deal with and improve the health, recreational facilities, safety and family welfare of the workforce.

Whereas employee relation include counseling, human relations, health services, employee representation plans, meeting with unions, recreational and other services.

vii PERFORMANCE APPRAISAL:

Eze (1992) defines it as the process by which management attempts to determine how well and employee has performed with what management had asked him to do. Dunna and Stephen (1997) Byars and Rue (1971) define it as a process that involves determining and communicating to an employee how he or she is performing the job and ideally establishing a plan of improvement.

It is an evaluation of current performance of effectiveness against the key objectives using the measurements as the basis for factual evidence.

viii. HEALTH PROGRAM:

Health program should be design and could be a rewarding investment. It can reduce sick leave, absenteeism build morale and help in retaining quality personnel. But the availability of funds is a major factor in deciding what kind of health program to adopt.

ix. SAFETY:

It is function of the personnel to take appropriate safety measure. These should include purchasing necessary equipment to protect your employees and having safety experts make inspections.

2.2 PROBLEMS OF PERSONNEL MANAGEMENT

The problems of personnel management in small and medium scale industries lie in the performance of personnel functions as most of them ignore these functions. Some other problems include the following which are associated directly or indirectly to personnel.

- I. **POOR RECORD KEEPING:** most small business enterprises believes that the maintenance of books of accounts and other business records are unnecessary, as they believe that keeping record may attack taxman, and leak their business secrets to other people the owner do not realize that keeping proper account help them present information required by banks and other lending institutions to evaluate their credit worthiness.
- II. **INCOMPENTENT MANAGEMENT:** A small business owner may know all the management principles and authorities, but his actual practice may be at variance with the principles. He may possess some leadership qualities but be unwilling to delegate authority and responsibility to subordinate because of lack of trust, hence the business resolve around concentrating too much power and responsibility for him to be effective
- III. **INADEQUATE CREDIT CONTROL:** They find it difficult to grant credit to customers, even when granted, what will the extent of the credit

granted to either friends or relations may not be easy to recover and this further deplete his working capital.

- IV. **IMPROPER INVENTORY CONTROL:** Being a generalist, lacks good knowledge of the importance of good inventory control. Inadequate inventory means that goods are unavailable for delivery to customer when demanded, and large inventory means resources that could be used for other things are tied to unsold inventory, and it's associated with high cost and due to damages. Appropriate level must always be determined for the different items to avoid unnecessary problems.

2.3 FORMS OF HUMAN RESOURCES DEVELOPMENT:

Human resource could be developed through the following:

- A. **ON- THE -JOB –TRAINING:** It is most relevant for employee who is green horn on the job they are employed to perform. It is also very attractive for organizations, since it is severally cheap and the employee combines training and production at the time. One

disadvantage of this is that the employee might be wounded or killed by a machine he operates.

B. OFF-THE-JOB-TRAINING: It is the opposite; in this form of training, employee get outside their duty station to receive full time training for a specified period of time. One of the merits of this is that it exposes the employee and enables him to interact with his colleagues in other sectors.

C. REFRESHER COURSE: It is where workers are withdrawn for a period from their employment to enable them receives training. It takes place especially when there are new discoveries, innovations, or new work tools procured. It helps to update the knowledge of employees.

D. MANAGEMENT SEMINARS, CONFREENCES AND WORKSHOPS: It engages the employees to share ideas and rob minds with other people. However, participants learn a lot, since authorizes and experts in different fields normally present papers during such training. It enables participants learn a lot, since papers during such training are

normally authorities and experts in different fields. It keeps participants abreast of new developments in the field.

E. UNIVERSITY-BASED TRAINING: Most organizations adopt a policy grant study leave with or without pay to enable their employees pursue full time studies in the tertiary institutions within the country or overseas. Some organizations may require that such employee must have worked for a specified period of time and also pursue a course of study that is relevant to his position in the organization.

HOW TO DETERMINE TRAINING NEEDS

According to Eze (1998), it is “chance training” or training when budget permits. Training must be in line with organizational objectives. Needed assessment could be achieved through:

- I. **Skill gap analysis:** To identify employee that needs to be trained or retrained.
- II. **Organizational analysis:** Identify the human resources need of the organization, which may be as a result organizational growth.

III. **Fundamental/unit of Departmental analysis:** To identify the skill requirements department by department.

METHODS OF RECRUITMENT/SELECTION IN ORGANISATIONS:

When there are receipts on vacant positions from various departments is put up. All position as a matter of employment rules must be advertised.

There are processes used in recruitment and selection, they include:

a. APPLICATION BLANKER:

Almost every organization uses this. It is a traditional device for recording biographical information such as age, marital status, previous education (subjects, degree and grades) and training. It is an attempt to make use of the applicant's personal history in placing him on the job. They test candidate's abilities to write, organize their thoughts and to present facts clearly. They provide the organization with data for its permanent employee record.

b. INTRVIEW

The applicant may have his first personal contact with the organization of the methods or approaches that are used to obtain information and to elicit attitudes and feelings from an applicant. But there is however non-directive interview, depth interview, patterned interview and group interview.

c. GOOD SELECTION AND REQUITMENT ROUTINE

- I. The preparation of a job specification of the kind and scope already described.
- II. The distillation, from job specification of an advertisement, which is concisely informative and is not unwisely reticent about difficulties and distastes commonly by people in the job.
- III. The publication of the advertisement through media is likely to receive the attention of suitable and capable men.
- IV. The preparation and dispatch of an application form (or a supplement or standard application form) which will throw some light in his chances of surmounting the common difficulties and to and tolerating the common distastes.

- V. The preparation and dispatch with the application form, or a note giving information which for any reason could not be giving in the advertisement.
- VI. The scrutiny of written application and the listing is worth further consideration.
- VII. The administration of any test (including situational tests) or other devices (e.g. Additional questionnaires) which is because of direct or presumptive evidence of their value are regarded as relevant.
- VIII. The interviewing of shortlisted applications, preferably by getting at least two interviewers sitting separately.
- IX. The notification of the decision made about all applicants and the appropriate annotation of the application form of unsuccessful applicants who might be worth consideration on another occasion.

FUTURE PROSPECT OF PERSONNEL MANAGEMENT

Every government or organization should be encouraged to have an Employee Assistance Program (E A P). This program is provided free,

confidential short term counseling to identify the employees' problems and help them achieve a balance between their work, and other personal responsibilities. It is a step in the right direction and the federal government should copy from the united state of America, in order to protect these industries, since they provide and offer job opportunities to more than 50 percent of its populace.

The small and medium enterprise administration set up in Taiwan in 1981 should be copied by the national association of small industries. This group has personnel training functions, and has made plans to establish a small – scale research and training centre.vey

This facility will be use to train guidance and service personnel, survey the need of small and medium scale industries, compile appropriate curricular and teaching materials and provide them with information on training courses.

The federal government policy directive requiring that substantial portion of deposits generated from each rural areas, be invested in funding small

scale and the setting up of personnel to monitor it is a step in the right direction.

The National Association of small scale industries (NASSI) from banks and provision of technical assistance. There are also establishments of small-scale industrial development offices in rural areas to assist and offer professional services to companies that need them. Equally the establishments of small and medium industries equity investment scheme (SMIEIS) are steps to make them more efficient.

Entrepreneur development program should be encouraged. According to Jesse Paul et al, entrepreneurships the purposeful activity of an individual or group of associated individuals undertaking to invite, maintain, make by production or distribution of economic goods and services. The development of any country depends on the entrepreneurs and the various development programs currently being run in the country is aimed at increasing and encouraging small artisan workers to set up their own business. The small and Medium Enterprise Administration will actively assist with the globalization of Small and Medium Enterprises (SMES). As

the government stepped up cooperation and interchange with the various members of economies, SMES will be encouraged to participate in international conference and trade related activities in order to their involvement in area of investment, trade and technical cooperation. In light of the volatile international trade environment, SMES should exert greatest effort to adjust their business directions and objectives, strengthen their domestic investment upgrade their automation, diversification and improvement of human resources to restructure themselves and complete at a higher level.

Moreover, SME should try to create business opportunities by making activities use of external resources, engaging in mutual help and co-operation with other firms, activities and carrying out a division of labor with regard to production and marketing, They may seek to enter new lines of business by participating in inter- industry exchange activities, taking advantage of resources from other industries and investing in the joint development of new products, technologies and service.

In addition to these, grass root manpower and organization would be enlisted in an effort to create an optimal community level operating environment for small enterprises. Specific measures will be taken to ensure that small enterprise conform to the needs of community development.

It is to that SMES will keep up with current future trend make good use of the governments various incentives and guidance services, continues to help themselves while utilities external resources, and make new and even greater contributions to society.

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CHAPTER THREE

3.1 METHODOLOGY AND DESIGN

The research instrument sample design and response rate and the limitation of the study will be explained in this chapter.

Methodology according to Emma Chukwuemeka (2000), concerned with the various model, classification and conceptual schemes that exist, the techniques that are available for investigatory purpose of discovering new knowledge and ordering it meaningfully or in order to test existing propositions.

3.2 SOURCES OF DATA

Two sources of data were used; the primary sources which include data gathered from interviews, questionnaires and direct observations. Whereas the secondary data are gathered from pamphlets books, journals, Newspaper, and archive.

3.4 THE RESEARCH DESIGN

The research method adopted is the survey and observation method. Discussing the efficiency of the **survey method**. Chaves and David Nachmias states that it is one of the most important data collection methods in the social sciences and as such it is used extensively to collect information on numerous subject of research, this is why Wolman (1973:74) said that it involves the assessment of the public opinion using questionnaire, interview and sampling methods.

The **observation method** is the technique of watching monitoring and recording the sequence and detail of incidents of particular sorts that a researcher wants to study (Olakunori, 1997:120).

SELECTION AND CONSTRUCTION OF RESEARCH INSTRUMENTS

A fact finding questionnaire was designed, selected and constructed for collection of data for study. It was adopted because it is a convenient data-collecting tool used in survey research. It permits wide coverage as intended individuals were gotten. In some areas of the questionnaire

“close-ended” questions were used so that the respondents do not have the opportunity of including his own views and in some ‘open- ended’ questions were used so that the respondents are not influenced by the researchers in the choice of words to use in answering the questions.

It was divided into three parts: the first part deals with personal data and the remaining part were designed in order to answer research hypotheses.

The researcher also design an interview for the three supervisors of Agason Nigeria Limited, which was an unstructured interview, so despite the listed questions, the researcher threw in some question he found relevant.

The observation design carried out was the controlled participant observation. The researcher participated with this target and brought up conversation, which would fall in line according to the study.

3.4 RELIABILITY/VALIDATION OF RESEARCH INSTRUMENT:

After constructing the questions, it was distributed to few workers and additional questions and corrections were added and made, the final part of the validation of the research instrument was approved by the

supervisor of the project who is an expert and who has conducted many similar projects in the field.

3.4 POPULATION OF THE STUDY

A population refers to animate or inanimate things on which the study is focused. In the society, there are different types of population, which can further be divided into sub-sets units and elements.

The population of this study consists of almost 80% workers in Agason Nigeria Limited, and some other workers in three other small scale organizations within the industrial layout.

The selection of the workers was based on the assumption that the research would find it easier to deal with them and they would also be able to administer meaningful answers to the questions constructed in the questionnaire.

3.4.1 DETERMINATION OF SAMPLE SIZE:

Barbie (1986:74) stated that it is appropriate to select samples on the basics of the knowledge of the population. Its elements and the nature of the

researcher's objectives. The researcher used the sample size of fifty workers (50) from the four organizations. This sample size was derived on convenience basics, since it was the number of questionnaires the researcher could distribute based on time, financial constraint and cooperation from respondents.

Table 3.0 shows division of the sample amount the four organizations studied.

S/N	COMPANY/ORGANISATION	NO OF WORKERS
1.	Agason Nigeria Limited, Owerri	20
2.	Assumpta Printing Press , Owerri	10
3.	Ikoro Nigeria Limited, Owerri	10
4.	Eddy-Iky Nigeria Limited, Owerri	10
	Total	50

Source: Field survey 2013

3.4.2 SAMPLE PROCEDURE

The sampling procedure was the convenience sampling method under the non-probability sampling. The researcher chooses the four

organizations because of the familiarity of the environment to the researcher, the respondents in each of the organizations must have at least put in five years.

ADMINISTRATION OF RESEARCH INSTRUMENT

The researcher chooses those workers that must have at least put in five years and personally gave the questionnaires to them. A day was given to them because of the nature of their job. In the interview, the researcher personally visited the supervisors at Agason Nigeria Limited, interviewed and wrote their answer. Under the observational method, the researcher interacted with the workers and recorded their opinions.

3.6 METHOD OF DATA ANALYSIS

The responses were tabulated and computation made on percentages, which were based upon the 50 analyzed to all the questions. Interpretations were based on the analysis and results of the data so far analyzed. The hypotheses were tested with chi-square (χ^2) which is one of

the commonly used tests for non –parametric statistics. It is employed for testing more two proportions.

LIMITATIONS OF THE STUDY

The workers mostly thought that giving their personal data, would be used for tax purposes, as some of them never gave the correct data, which affected some other questions. Further, there was a delay in collecting back the questionnaires, as some didn't fill in within the time specified for them to return the questionnaires.

There was, also the problem of fund, the researcher wanted to get to more companies and administer questionnaires, but did not because of financial constraints.

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CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 DATA PRESENTATION This chapter present and analyzed the collected data in order to enable the researcher to draw conclusions and recommendations in the next chapter.

TABLE 4.2

RETURN OF QUESTIONNAIRES AS RESPONDED TO BY WORKERS

S/N	NAME OF ORGANISATION	QUESTIONNAIRE	NO OF RESPONDENT	PERCENTAGE
1.	Agason Nigeria Limited	Returned not Returned	20 -	40.00%
2.	Assumpta printing press	Returned not returned	10 -	20.00%

3.	Ikoro Nigeria Limited	Nigeria	Return not returned	10 -	20.00%
4	Eddt-Iky Nigeria Limited	Nigeria	Return not returned	10 -	20.00%
	Total			50	100.00%

Source: field Survey, 2001.

TABLE 1

RESPONSES ON WHETHER LACK OF FUNDS AFFECTS THE PERFORMANCE OF PERSONNEL FUNCTIONS

S/N	NAME OF ORGANISATION	NO	YES	TOTAL
1.	Agason Nigeria Limited	12	8	20
2.	Assumptu Printing press	5	5	10
3.	Ikoro Nigeria Limited	7	3	10
4.	Eddy-Iky Nigeria Limited	6	4	10
	Total	30	20	50
	Percentage	60	40	100

Table 4 shows that 30(60.00%) of the workers do not agree that fund impedes the performance of personnel functions whereas 20(40.00%) said, fund affects the performance of personnel functions.

RESPONSE OF WORKERS ON SOURCES OF REQUITMENT IN THEIR ORGANISATIONS.

TABLE 2

S/N	Name of organization	Advertisement	Interview	Reference	None	Total
1.	AGNL	1	2	12	5	20
2.	APP	-	-	10	-	10
3.	INL	2	-	8	-	10
4.	EINL	2	2	5	1	10
Total		5	4	35	6	50
Percentage		10.0	8.0	70.0	12.0	100

N/B: AGNL = Agason Nigeria Limited

APP = Assumptu Printing press

INL = Ikoro Nigeria Limited

EINL = Eddy-Iky Limited

From the above, it means that 35(70%) of workers in these organizations were employed as a result of references from friends or relatives who are/were familiar to the owners, 5(10.00%) got employed through advertisement, 4(48.0%) interview while 6(12.0%) were noon.

RESPONSES THAT WRONG SOURCE OF REQUITMENT AND SELECTION AFFECT THE ORGANISATION.

TABLE 3

S/N	Name of organization	Agree	Disagree	Not often	Strongly disagree
1.	AGNL	15	2	1	2
2.	APP	6	1	-	3
3.	INL	4	2	2	2
4.	EINL	7	1	1	1
Total		32	6	4	8
percentage		64.0	12.0	8.0	16.0

It shows that 32 (64.0%) of workers agree that wrong selection and recruitment affect the organization, 6(12.0%) disagree to that, 4(8.0%) that it is not often that wrong selection and recruitment affect organization whereas 8(16.0%) strongly disagree.

RESPONDENTS ON HOW OFTEN SALARIES ARE REVIEWED

TABLE 4

S/N	Name of organization	Often	Very often	Note often	None	Total
1.	AGNL	-	-	18	-	18
2.	APP	-	-	6	2	8
3.	INL	-	-	9	1	10
4	EINL	-	-	8	2	10
Total		-	-	41	5	46
percentage				89.1	10.86	100

According to the workers, 41 (89.1%) agreed that salaries are not often reviewed, 5 (10.86%) of them said that salaries since they were employed in the company have not been reviewed.

RESPONSE ON WEATHER THEY HAVE GONE TO ANY FORM OF TRAINING

TABLE 5

S/N	Name of organization	No	Yes	Total
1.	AGNL	12	4	20
2.	APP	6	3	9
3.	INL	7	1	8
4.	EINL	8	2	10
Total		33	10	43
percentage		76.9	23.25	100.0

Table 4.6 shows that 33(76.9%) of the workers have not gone on any form of training since they were employed and 10(23.25%) said they have gone.

RESPONSE ON WEATHER THEY THINK THAT TRAINING AND OTHER FORMS OF HUMAN RESOURCES DEVELOPMENT AFFECT THEIR ORGANISATIONS.

Table 6

S/N	Name of organization	Agree	Disagree	Strongly agree	Strongly disagree	Total
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1.	AGNL	4	2	13	1	20
2.	APP	2	1	5	2	19
3.	INL	3	-	6	1	10
4.	EINL	2	2	4	2	10
Total		11	5	28	6	50
percentage		22.0	10.0	56.0	12.0	100

From table 4.7, 11(22.0%) agree that human resources development affect the organizations, 5(10.0%) disagree, 6(12.0%) strongly disagree whereas 28(56.0%) strongly agree that there is a relationship between human resources development and the organization.

WORKERS RESPONSE ON WEATHER THEY WORK ON ANY HEALTHY AND SAFETY MEASURES.

TABLE 7

S/N	Name of organization	No	Yes	Total
1.	AGNL	16	2	18
2.	APP	4	1	5
3.	INL	6	4	10

4.	EINL	8	-	8
Total percentages		34	7	41
		82.9	17.1	100.0

From table 4.8, 34(82.9%) of the workers in this companies don't work on any health and safety measures whereas 7(17.1%) said "yes".

RESPONSE ON WHAT MOTIVATES THEM

TABLE 8

S/N	Name of organizations	Salary	Employee relation	Others	None	Total
1.	AGNL	2	2	2	12	18
2.	APP	1	-	-	4	5
3.	INL	-	1	1	6	8
4.	EINL	2	1	1	5	9
Total		5	4	4	27	40
percentage		12.5	10.0	10.0	67.5	100.0

From the respondents, 27(67.5%) said that there is nothing like motivation in their company, 5 (12.5%) said they are motivated by salary, 4(10.0%) motivated by employee relations whereby 4 (10.0%) said that they are motivated by other forms.

WORKERS RESPONSE IN WHETHER MOTIVATION INCREASES ORGANISATIONS GOALS

TABLE 9

S/N	Organization	Agree	Disagree	Strongly disagree	Disagree	Total
1.	AGNL	4	2	12	1	19
2.	APP	2	1	5	2	9
3.	INL	3	1	6	-	10
4.	EINL	4	1	4	1	10
Total		13	5	27	3	48
Percentage		27.0	10.4	56.25	6.25	100.0

The respondents 27(56.25%) strongly agree that there is a relationship between motivation and organizational goals, 13(27.1%) agree, 5(10.4%) disagreed where as 3(6.25%) disagreed strongly.

RESPONSES ON WEATHER OWNER DELEGATES AUTHORITY

TABLE 10

S/N	Organization	Yes	No	Total
1.	AGNL	6	11	17
2.	APP	3	6	8
3.	INL	3	6	9
4.	EINL	4	5	9
Total		16	27	43
Percentage		37.2	62.79	100.0

From table 4.11, 27(62.79%) said that there is no delegation of authority whereas 16(37.2%) said that the owner delegates authority.

DOES YOUR COMPANY HAVE A PERSONNEL DEPARTMENT?

TABLE 11

S/N	Organization	Yes	No	Total
1	AGNL	2	14	16
2	APP	5	5	10
3	INL	1	7	8
4	EINL	2	6	8
Total		10	32	42
percentage		23.8%	76.19%	100.00%

Form the table 4.12, 32(76.19%) said that there exists no personnel department in their organization and 10(23.8%) said there exists personnel department.

a. INTERVIEW

In my interview with my three supervisors of Agason Nigeria, I discovered that their opinions were the same through the interview were separately done. They said, the owner delegated them with responsibilities instead of authority, despite the fact that workers report to them, but all actions were taken by the owner. Equally they complain of lack of motivational factors

and other incentives which sometimes dampened their moral to put in their beat. They never believe that lack of fund impedes personnel functions; as they suggested that owner should employ the services of consultants in recruiting and selecting workers.

b. HYPOTHESES TESTING

The Chi Square (χ^2) will be use to test the hypotheses.

$$\text{Formula } \chi^2 = \frac{\sum (O_i - E_i)^2}{E_i}$$

Where χ^2 = Chi square

O_i = Observed item

E_i = Expected item

\sum = Summation

H_1 = Alternative Hypothesis, hypothesis

to be accepted.

H_0 = Null hypothesis; hypothesis to be

rejected.

FOR HYPOTHESES ONE:

H₁ Human resource development affects the organizational efficiency of any company.

H₀ Human resource development does not affect the organization efficiency.

TABLE 12

Agree	Disagree	Strongly Agree	Strongly disagree	Total
4	2	13	1	20
2	1	5	2	10
3	-	6	1	10
2	2	4	2	10
11	5	28	6	50
Total				

The level of significance is 5% or 0.05

Degree of freedom (D.F) = (r-1) (k-1)

Where $r = \text{row} = 4$

$K = \text{columns} = 4$

$$\text{D.F} = (r-1) (k-1)$$

$$\text{D.F} = (4-1) (4-1)$$

$$\text{D.F} = 9$$

At 0.05 = 16.9 = table value

$$e_{ij} = \frac{f_{ij}}{F}$$

Where $f_i = \text{row totals}$

$f_j = \text{column totals}$

$f = \text{over all totals}$

$$e_{11} = \frac{20 \times 11}{50} \quad e_{12} = \frac{20 \times 5}{50} \quad e_{13} = \frac{20 \times 28}{50}$$

$$= 4.4 \quad = 2.0 \quad = 11.2$$

$$e_{14} = 20 \times 6 / 50 \quad e_{21} = \frac{10 \times 11}{50} \quad e_{22} = \frac{10 \times 5}{50}$$

$$= 2.4$$

$$= 2.2$$

$$= 1$$

$$e_{23} = \frac{10 \times 28}{50}$$

$$e_{24} = \frac{10 \times 6}{50}$$

$$= 5.6$$

$$= 1.2$$

$$= 5.6$$

$$= 1.2$$

TABLE 13

S/N	O	E	O-E	(O-E) ²	(O-E) ² /E
e ₁₁	4	-0.4	-0.4	0.16	0.036
E ₁₂	2	2	0	0	0
E ₁₃	12	11.2	1.8	3.24	0.289
E ₁₄	1	2.4	-1.4	1.96	0.816
E ₂₁	2	2.2	-0.2	0.04	0.018

E ₂₂	1	1	0	0	0
E ₂₃	5	5.6	-0.6	0.36	0.064
E ₂₄	2	1.2	0.8	0.64	0.533
E ₃₁	3	2.2	-0.8	0.64	0.533
E ₃₂	0	1	-1	1	0.290
E ₃₃	6	5.6	0.4	0.16	1.0
E ₃₄	1	1.2	-0.2	0.04	0.00286
E ₄₁	4	2.2	1.8	3.24	1.742
E ₄₂	2	1	1	1	1
E ₄₃	4	5.6	-1.6	2.56	0.457
E ₄₄	2	1.2	0.8	0.64	0.533

$$\chi^2 = \sum \frac{(O_i - E_i)^2}{E_i}$$

$$\chi^2 = 6.569 \text{ calculated value}$$

Since calculated value is < table value, we accept H₁ and rejected H₀.

It then means that there is a relationship between human resources development and the organizational efficiency.

FOR HYPOTHESIS TWO:

H₁: Motivation of workers helps in achieving organizational goals.

H₀: Motivations of workers does not help in achieving Organizational goals.

TABLE 14

Agree	Disagree	Strongly agree	Strongly disagree	Total
4	2	12	1	19
2	1	5	1	9
3	1	6	-	10
4	1	4	1	10
Total 13	5	27	3	48

The level of significance is 5.0 or 0.5

Degree of freedom (D.F) = (r-1) (k-1)

Degree of freedom (D.F) = (4-1) (4-1)

$$D.F = 9$$

At 0.05 = 16.9 from tables

$$e_{ij} = \frac{f_{ij}}{f}$$

$$e_{11} = \frac{19 \times 13}{48} = 5.145 \quad e_{12} = \frac{19 \times 5}{48} = 1.979 \quad e_{13} = \frac{19 \times 27}{48} = 10.687$$

$$e_{14} = 19 \times 3 / 48 = 1.187 \quad e_{21} = \frac{9 \times 13}{48} = 2.438 \quad e_{22} = \frac{9 \times 5}{48} = 0.9375$$

$$e_{23} = \frac{9 \times 27}{48} = 5.0625 \quad e_{24} = \frac{9 \times 3}{48} = 1.042$$

$$e_{33} = \frac{10 \times 27}{48} = 5.625 \quad e_{34} = \frac{10 \times 3}{48} = 0.625$$

TABLE 15

S/N	O	E	O-E	(O-E) ²	(O-E) ² /E
e ₁₁	4	5.14	-1.145	1.311	0.255
E ₁₂	2	1.979	0.021	0.00044	0.00022
E ₁₃	12	10.687	12.131	1.724	0.1613
E ₁₄	1	1.187	-0.187	0.035	0.029
E ₂₁	2	2.438	-0.438	0.1918	0.0787
E ₂₂	1	0.9375	0.0625	0.0039	0.00077
E ₂₃	5	5.0625	-0.00625	0.1914	0.0042
E ₂₄	1	0.5625	0.4375	0.0853	0.3403
E ₃₁	3	2.708	0.292	0.00176	0.0312
E ₃₂	1	1.042	-0.042	0.0853	0.0017
E ₃₃	6	5.625	0.375	0.1406	0.025
E ₃₄	0	0.625	-0.625	0.3906	0.625
E ₄₁	4	2.708	1.293	1.669	0.616
E ₄₂	1	1.042	-0.042	0.017	0.0017
E ₄₃	4	5.625	-1.625	2.6406	0.469
E ₄₄	1	0.625	0.375	0.1406	0.225

$$X^2 = \frac{\sum (O_i - E_i)^2}{E_i}$$

$$X^2 = 2.86 = \text{calculated value}$$

Since calculated value < table value, we accept H_1 , and reject H_0 . It then means that there is a strong relationship between motivation and organizational goals.

FOR HYPOTHESES THREE

H_1 : Wrong selection and recruitment of workers has a negative effect on Agason Nigeria Limited.

H_0 : Wrong selection and recruitment of workers has no negative effect on Agason Nigeria Limited.

TABLE 16

	Agree	Disagree	Strongly agree	Strongly disagree	Total
	15	2	1	2	20
	6	1	-	3	10
	4	2	2	2	10
	7	1	1	1	10
Total	32	6	4	8	50

The level of significance is 5% or 0.05

Degree of freedom D.F = (r-1) (k-1)

$$D.F = (r-1) (k-1)$$

$$D.F = (4-1) (4-1)$$

$$D.F = 9$$

At 0.05 = 16.9 = table value

$$e_{ij} = \frac{f_{i.} f_{.j}}{f}$$

Where $f_{i.}$ = row total

$f_{.j}$ = column total

f = overall totals

$$e_{11} = \frac{20 \times 23}{50} \quad e_{12} = \frac{20 \times 6}{50} \quad e_{13} = \frac{20 \times 4}{50}$$

$$= 12.8 \quad = 2.4 \quad = 1.6$$

$$e_{14} = \frac{20 \times 8}{50} \quad e_{21} = \frac{10 \times 23}{50} \quad e_{22} = \frac{10 \times 6}{50}$$

$$\begin{array}{ccc}
 50 & 50 & 50 \\
 =3.2 & = 6.4 & = 1.2 \\
 e_{23} = \frac{10 \times 4}{50} & e_{24} = \frac{10 \times 8}{50} & \\
 =0.8 & = 1.6 &
 \end{array}$$

TABLE 17

S/N	O	E	O-E	(O-E) ²	(O-E) ² /E
e ₁₁	15	12.8	2.2	4.84	0.378
E ₁₂	2	2.4	-0.4	0.16	0.066
E ₁₃	1	1.6	0.6	0.36	0.225
E ₁₄	2	3.2	-1.2	1.44	0.45
E ₂₁	6	6.4	-0.4	0.16	0.025
E ₂₂	1	1.2	-0.2	0.04	0.033
E ₂₃	-	0.8	-0.8	0.64	0.08
E ₂₄	3	1.6	1.4	1.96	1.225
E ₃₁	4	6.4	-2.4	5.75	0.90
E ₃₂	2	1.2	0.8	0.64	0.533
E ₃₃	2	0.8	1.2	1.44	1.8
E ₃₄	2	1.6	0.4	0.16	0.1

E ₄₁	7	6.4	0.6	0.36	0.0563
E ₄₂	1	1.2	-0.2	0.04	0.033
E ₄₃	1	0.8	0.2	0.04	0.05
E ₄₄	1	1.6	-0.6	0.36	0.255

$$\chi^2 = \sum \frac{(O_i - E_i)^2}{E_i}$$

$$\chi^2 = 6.8 = \text{calculated value}$$

Since calculated value is less than table value, we therefore accept H₁ and reject H₀.

This means that wrong selection and recruitment of workers has an effect in an organization.

CHAPTER FIVE

SUMMARY OF FINDINGS CONCLUSION AND RECOMMENDATION

5.1 DISCUSSIONS:

From the data collected, lack of fund, does not affect the performance of personnel function as 60% was the sampled opinion reveled this.

Most workers in the small scale organizations are employed from reference from friends or relatives to the owners. Most of these people might not be fitted in the job. Salaries are not often reveled, human resource development is ignored, workers interest are not protected because there

are no unions therefore the owner of the organization treated workers anyhow they liked. Motivation is nothing to write home about, and there are no safety and measures in these organizations. From the above it can be said that workers of most small-scale organizations are still treated as “commodity approach”.

5.1 SUMMARY

In the course of the research, the following were found out and summarized as:

- 1) That wrong selection and recruitment process is one of the problems faced by SMES as their only source of recruitment and selections are references from friends and relatives.
- 2) That there are no forms of motivation in these organizations, because they are the last source of employment.

- 3) Owners of these organizations perform every managerial function sometimes delay production and interruption schedules.
- 4) There are no indications on- the -job training, off- the- job training of workers, workers as they found themselves in the jobs.
- 5) Owners of these organizations don't pay attention to human resource development because of the cost in the short term without looking out at the long run.
- 6) Most of these organizations don't have personnel departments and as a result, workers interest and welfare are not protected.
- 7) Salaries are poor and not reveled periodically.
- 8) There is no integration between organizational interest and employee interest.

5.2 CONCLUSION

It can clearly be concluded that the efficiency or effectiveness of any organization depend on the human resources people must be directed, controlled, led, motivated, and staffed in order to achieve this.

And it is the personnel that does all this, therefore every organization should pay much attention to its personnel in order to stay in the next years to come, since the aim of every organization is to make profits, profile don't make themselves.

5.3 RECOMMENDATION:

In the light of the foregoing, I recommend the following:

1. Every small organization should have a personnel department to oversee the functions of the department.
2. Those small-scale industries should employ the help of consultant firms in recruiting & selecting their workers.
3. Owners of these organizations should know that their workers are human beings and give them the best, since they have chances.
4. The government should continue to encourage these organizations, since the government agencies can't provide all with job.
5. Owners should try to motivate, give incentives and review their workers' salaries periodically in order to get the best of them.

6. Future prospects of personnel management as mentioned in chapter two should be pursued with vigor. It is hoped that these will go a long way in restoring these industries to what they should be.

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APPENDIX

DEPARTMENT OF BUSINESS ADMINISTRATION,
FACULTY OF SOCIAL SCIENCES,
CARITAS UNIVERSITY,
AMORJI NIKE, ENUGU STATE.

Dear Sir/Madam

The researcher is a student carrying out a research project on a survey of the efficient and effective personnel management in small and medium scale industries. The information sought in the questionnaire is purely for academic purpose and the information given will be treated in utmost confidence. Moreover, your identity is not needed.

I shall be very grateful if you will kindly answer the questionnaire fully and frankly.

Please tick () where appropriate and comment where necessary.

Thanks for your co-operation.

Yours faithfully,

QUESTIONNAIRE

1. Sex: Male Female

2. Name of Organization

- I. Agason Nigeria Limited
- II. Assumpta Printing press
- III. Ikoru Nigeria Limited
- IV. Eddy –Iky Nigeria Limited

Educational qualification (s)

- i. FSLC
- ii. WAEC
- iii. HND or B.Sc
- iv. OTHERS

What is your position in the organization?

.....
.....

When exactly did you secure appointment with your company?

.....
.....

Do you agree that lack of fund affect the performance of personnel functions?

(a)NO

(b) Yes

What are the sources of recruitment in your organization?

a. Advertisement

b. Interview

c. Reference from friends or relatives

d. None

Do you agree that wrong source of recruitment and selection affects the organization.

- I. Agree
- II. Very often
- III. Not Often
- IV. None

Have you ever gone to any form of training since you were employed?

- (i) No
- (ii) Yes

Do you agree that Training and other forms of human resources development affect your organization?

- i. Agreed
- ii. Disagreed
- iii. Strongly disagree

Do you work, on any health or safety measures?

- (i) No
- (ii) yes