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An Evaluation of Human Resource Management Practices in Wire and Cable Industry in South-western Nigeria

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Abstract

The study examined the human resource management (HRM) practices in the wire and cable industry; investigated the relationship between human resource management practices and components of organisational citizenship behaviour. The study relied on primary data which was generated through the administration of a structured questionnaire. The study population (1,200) comprised all the employees of the seven wire and cable manufacturing companies in South-western Nigeria. Using the Yamane's formula, a total sample size of 570 employees were purposively selected on the bases of the location of the companies as follows: Nexim Kabel Metal Plc (142), Nigerchin Plc (119), Coleman Wire and Cable Plc (63), MicCom Nigerian Plc (63), Nigeria Wire and Cable Plc (57), Comester Wire and Cable (76), Denki Wire and Cable Nigeria Plc (38). The respondents included managers (75), supervisors (120) and factory workers (385). Data collected were analyzed using percentage, correlation analysis and multiple regressions. The results showed seven types of HRM practices in the wire and cable industry and they were rated by the employees as follows: Compensation Management (95%), Employee Empowerment (81%), Welfare Programme (80%) and Career Development (70%).

Keywords: Compensation, Human Resource, Empowerment, Welfare, Development

Introduction

Wire Cable industry in Nigeria is of utmost importance in power distribution and telecommunication, which has necessitated the need to identify with their human resource management practices and their level of citizenship behaviour that has made the organisation to maintain consistent global export level (Egbetokun, 2009).

It has now become more imperative than ever for business organisation to engage in human resource management (HRM) practices that are based on international standard towards the achievement of goals. Wu and Charturvedi (2009) were of the view that people are the most important factor that provides flexibility and adaptability to the organization. Wood and Wall (2007), expressed that to manage human element in any organisation is more complex than managing technology; and that firms that have learnt how to manage their human resources will have an edge over others. Scot and Denis (2008) emphasized that human resource is the most important factor for growth and development of any organisation. Every organisation is concerned with human resource practices that can change the fortune of the organisation (Abolalayi, 2010). For any organisation to attract, retain and add to shareholders' value, there is a need for an innovative human resource management practices to be implemented (Akindele, 2011). Every organisation now focuses on cost minimisation as well as the value of the intellectual asset which is the human resources (Arif, Chohan 2012).

Human resource management in Nigeria is practiced within the social, political, economic and legal interest. Therefore, socio-cultural attitudes and political culture of people will influence their behaviour. It is therefore very significant to understand how human resources management practices especially the wire and cable industry can influence the extra role behaviour of workers. The knowledge of human resource management practices (HRM) in Nigeria has become increasingly important to business activities, and this can be attributed to the reasons why wire and cable in Nigeria has been able to maintain a standard quality overtime and which has resulted in her ability to compete globally.

The growth, survival and viability of an organisation depend on acquisition, utilization, and maintenance of its human resources (Ezeagba, 2014). Nigeria is a developing country that is willing to subscribe to any innovative management practices that will ensure greater developmental purposes. In Nigeria, Wire and Cable industry is of utmost importance, considering the issue of epileptic power supply. Consequently, developing an effective human resources management practices that elicit organisational citizenship behaviour influences employee skills through the acquisition and development of a firm human capital. Adequate compensation management are meant to attract capable employees to the organisation. It is also meant to motivate employees towards superior performance and thus enhance productivity. The issue of compensation management in Nigeria organisation has necessitated the need for management to be more tactful and realistic in setting pay levels.

In today's competitive environment, it is imperative that all organisations should create a work environment that foster growth and development. Implementing career development programme in organisations will enhance organisational loyalty and increase the workers' citizenship behaviour. Performance appraisal generally is used in organisations for the purpose of rewarding or making administrative decision about how to reward employees. Industrial conflict is usually manifested in dramatic forms, so management of conflict is highly imperative in order to bring about a harmonious relationship within the organisation.

Statement of the Problem

While a number of researches have been done on organisational commitment, and task performance in manufacturing organisation in Nigeria, (Fadiora 2012, Nermie 2012, Itiola, Odebisi, Alabi 2014), limited efforts or attempts have been made to establish the relationship between human resource management practices and organisational citizenship behaviour. The Wire and Cable industry in Nigeria has maintained global quality level overtime that makes it worthwhile to ascertain the contribution of human resource management practices and organisational citizenship behaviour to the performance of the industry. The dearth of such studies in developing economy like Nigeria makes it

important to explore further the influence of human resource management practices on citizenship behaviour.

Conceptual Review

Meaning of Human Resources Management

Organisations are social systems that are made up of structures, technology and environments. The common denominator among the three is the human element. Human resources management practice has a broader implication on the management of change, it has a long term perspective which integrate all human aspect of the organisation into a coherent whole, thus encouraging individual employees to have an attitude to strive for higher performance, (Oladele, 2012). The human resource is central to the growth, viability and survival of any organisation. Judging by today's complex business in today's business world, it is only best human resource practice that can ensure continued success of any business organisation. The human element can be described as the most versatile resource in the organisation. It is the only resource that is capable of thinking, planning, executing, and achieving organisational result (Banjoko, 1996).

Human resource practices refer to organisational activities that are directed at managing the pool of human elements and to ensure that the resources are directed toward the fulfilment of organisational goals and objectives. It is the source through which organisations achieve competitive advantage because of its capability to convert other resources such as money, machine, and materials into outputs. Fajana and Ige (2009) argued that the desire for top organisational performance, commitment, and extra role behaviour has driven the need for effective management of available human resources. Armstrong (2005) highlighted that people are the most important factors that provide flexibility and adaptability to the organisation.

Chandls and Mcroy (2000) observed that one of the lingering question in human resource management is whether there is a single practice that present a single approach to managing people. Boxel (1996) has also found that those that are well paid, well-motivated and working in an environment of mutual trust generally generate high productivity gains and lower unit cost. Effective human resource management practices are indispensable to the growth and continuity of any organisation. Ajaogu (1995) described human resource management practices as the embodiment of many components such as career development, welfare programmes, and job analysis and compensation management.

Human Resource Management Practices

Twari (2009) identified the various types of human resource management practices, these include, employment security, recruitment, team work, compensation, training and development, information sharing, reduction of status differences. Redman and Mathew (1998) also highlighted human resource management practices that support organisation quality strategy as recruitment and selection, extensive remuneration system, team work and career development, design, training and development, employee involvement, and performance appraisal. Saxena and Durcel (2003) also developed a new framework of human resource management practices such as training and development, employer/employee relations, recognition through reward, culture building, career development, compensation and benefits, employee relations and performance appraisal.

Human resources generally can be regarded as the most important asset in any organisation; it can be described as the source of achieving comparative advantage. Oladele (2012) stated that looking at all the four factors of production; the human element stands out as the most unpredictable. Wright, Dunford and Snell (2001) pinpointed areas where applicability of various human resources management practice could yield positive result. These include compensation management, training

and career development, welfare programmes, recruitment and selection, performance appraisal, employee empowerment, formal and informal communication and consultation by the representative of the employees and employer at all levels of the organisation.

Armstrong (2009) described human resource management as the process of developing, applying and evaluating policies and procedures, methods and programmes relating to the employment, motivation, maintenance, and management of people in the organisation. All these indicate that human resources are the most important assets an organisation has, and their effective management is key to its success. It should also be noted that human resource management is also concerned with integration. That is, getting all members of organisation involved and working together with a sense of common purpose.

Compensation Management

Mikovich (2008) described compensation as all forms of financial and non-financial returns, tangible services and benefit that an employee receives as part of employment relationship. Employees view the issue of compensation seriously in that inadequate compensation can lead to industrial strike. The management of compensation is more complex than what it used to be in the past decades, Banjoko (2005) stated that workers value and expectation have changed remarkably and this has necessitated the need for management to be more tactful and realistic in setting pay levels and in determining various sizes of employee benefit. Newman (2000) described compensation as having to do with wages, salaries and bonuses and other forms of direct financial remuneration such as pay and similar intangible values that often provide important incentive for human effort. Right, Gardner and Moynihan (2003) argued that an employee will exert discretionary effort if proper performance management system is in place, and if this can be supported by compensation system that is linked with the performance management system.

Armstrong (2006) described compensation as the reward to work or salary given by an organisation to person or group of person in return for work done or contribution made towards the accomplishment of organisational goals. It is the money received for the performance of work plus other kinds of benefits and services that organisation provides for their employees. Compensation can either be monetary or otherwise variables such as health, safety, security, good working environment, promotion, come into play and mechanism are put in place to ensure that employees are adequately pleased.

Employee compensation plays such a key role in any organisation. Compensation in organisation can be described as the heart of the employment relationship. Employees typically depend on wages, salaries and other share of their income and benefit. Compensation decision influence organisational cost of doing business and thus their ability to sell at a competitive price in the product market. In a nutshell, compensation decision influences the employers' ability to compete for employees in the labour market.

Compensation package in manufacturing organisation and any other financial institution is usually composed of basic pay, incentive, and fringe benefits. Pay is an exchange between employees and the employer. Pay is a form of periodic payment from an employer to an employee; it is always specified in an employment contract between an employer and employees. Taylor and Vest (2002) specified that pay is an important reward used in motivating the behaviour of employee. Although other factors are also being considered such as organisation ability to pay labour cost, cost of living, productivity, bargaining power of the parties, prevailing wage rate and government regulations.

Hewitt (2009) assumed that high pay enhances employee efforts on the job. Pay influences an employee to work by putting in his best on the job and thereby reducing turnover in the organisation.

In Nigeria compensation involves what is paid out in salaries and the fringe benefits both financial and non-financial which takes a large chunk of the company's operating budget, thereafter to manage successfully.

Performance incentive includes payments that are made to employees based on the amount of output for the purpose of motivating employees towards higher performance (Moniz, 2010). In Nigerian organisations, the use of performance incentive is premised on the belief that output can be measured and that increased pay can lead to higher performance on the part of the employees.

Core (2003) is of the view that the fundamental of a good incentive plan must include the elements of vision, communication and motivation. It is also very important for organisation to match incentive programmes to their culture, business models and goals. Performance incentive can also be defined as compensation other than basic wages or salaries that fluctuates according to employees' attachment of some standard which include pre-established group or individual goals, and organisational earnings (Martocchio, 2006). A number of scholar claimed in their findings that managers in organisation can use incentives to create employee positive attitude, job satisfaction and improved productivity (Guzzo and Pfeffer, 2006). It is, however, important for manager to have an adequate knowledge of the needs, wants of various categories of his subordinates, so as to provide them the opportunities to achieving them. Performance incentive is made up of the piece work plan, guaranteed piece work plan and Scanlon plan.

Armstrong (2006) stated that the piecework plan has the benefit of simplicity in calculating the total earnings. The complaint against the use of the piecework incentives plan is the fact that standards are expressed in monetary terms. Therefore, any change in wage rate or standards implies a change in the piece rate. Under the piece work plan, the wages of the workers depend upon his output and the rate of each unit of output is in fact independent of the time taken by him. The piecework plan is the simplest and widely used type of incentive plan, the plan assured worker of a standard pay rate for each unit of output produced. Organisations carry out wage payment under this system by multiplying the number of units produced by the established piece rate for one unit of output.

Employee Welfare Programmes

The concept of employee welfare programmes has been used as a strategy by organisation to improve the productivity of employees. Mwita (2000) observed that welfare services may not directly relate to an employee job, but the effect could be noticed through employee performance, attitude, and labour turnover. The modern concept of employee welfare entails all those activities of the employers which are directed towards providing the employees with certain facilities and services in addition to wages and salaries. Welfare facilities are essential for the health of the organisation since they bear a close connection with the productivities of the labour force. International Labour Organisation (ILO) defined employees' welfare as such services, facilities and amenities as may be established, that enable employees to perform their work in healthy and congenial surroundings and with amenities conducive to good health and high morale. Organisations do provide recreational facilities to their employees with a view to enhancing social interaction and providing an avenue where workers can interact and spend their leisure hours. This is evidenced by the provision of staff canteens sport centres, staff school and staff bus. All these are designed to provide financial relief and relational benefits to the workers.

Employees' welfare is a comprehensive term, which may include any activity that is connected with the social, moral and economic betterment of workers provided by any agency. It should however be noted that welfare programmes differ from one organisation to the other. Generally, welfare programmes have the following objectives; to make the workers happy, satisfied and efficient, to provide better life and health to worker, and finally to improve cultural, intellectual and material

condition of workers. The International labour organisation classifies welfare services into two: Intramural activities which include the provision of latrines, drinking water, shelter, canteens, arrangement for prevention of fatigue. Extra-mural services include welfare services which are undertaken outside the establishment such as social insurance scheme like gratuity, pension, provident fund, family planning and child welfare, education facilities, housing facilities, transportation and recreational facilities. The basic reason for providing this is to enable workers lives a richer and satisfactory life.

Pfeffer (2006), and Armstrong (2006) highlighted that the relevance of employee welfare programmes could not be overemphasised. There is the provision of good housing medical, canteens, facilities, which make the workers realize that they have some stake in the undertaking in which they are employed this will make them to think twice before taking any reckless decision which might prejudice their interest. Welfare measures such as subsidized food in canteens, free medical and educational facilities indirectly increase the real income of workers. Apart from this, welfare activities improve the psychological health of workers by reducing the incidence of vices of industrialisation. Welfare also influence the sentiment of workers. When workers feel that the employer and the state are interested in their happiness, their tendency to grouse and gamble will steadily disappears and this will pave way for industrial peace.

The provision of welfare facilities is very beneficial to employees in several ways. The provision of welfare facilities helps to improve the goodwill and corporate image of the enterprise. It also helps employees to have a feeling of involvement and commitment. Consequently, employers secure the benefits of high efficiency, low turnover and reduced absenteeism, welfare services also reduce the threat of Government intervention. Employee welfare is also in the interest of the society, because the health, efficiency and happiness of each individual represent the general well-being of all. An employee that is well-looked is not only an asset to the employer but to the society in general.

Career Development

Employees nowadays look for employment opportunities that will satisfy their means, interests, and personalities. Employees want varieties of opportunities from their work, consequently their loyalty to the organisation will depend on the degree to which the employer is able to provide for their needs (Agba, 2004). In today's competitive environment, it is imperative that all organisation should create a work environment that foster growth and development. This can be accomplished by implementing career development programme in the workplace to enhance organisational loyalty, high level of job satisfaction, lower employee turnover and fewer employee complaints.

Many employers are faced with the problems of retaining employees; this is because it is very expensive to replace employees that resigned or lure away from the organisation. The development of people has therefore taken centre stage as a crucial business strategy and there is the recognition that people development must necessarily be closely aligned with the strategic business needs of the organisation. Agba, Festus and Ushie (2010) emphasized that career development as a human resource function can also be described as career guidance which comprise of three sub-processes; forecasting, planning, and counselling. The first step is concerned with the identification of usual path of promotion, that is, career ladder within the organisation. The second step is concerned with estimation of job opening and the identification of candidates for these openings. Then the third step involves training which is meant to correct any skill deficiency that is identified.

Career development is very vital for human resource management functions. It enables manager to plan, organize, formalize, lead and monitor development programmes to develop employees and state of affairs relating to workers' job life (David & Madrah, 2011).

Career development programmes helps employee to identify and match their interests and abilities with the requirement of the organisation. Chang, Chou and Chang (2007) described career development as an organized planned effort comprising structured activities that result in a mutual planning effort between employees and the organisation. In organisation, career management can be described as human resource activities which includes training transfers, promotion, performance appraisal, self-evaluation form, self-training. The main career management activities can be broken down into training, transfer, and promotion and performance appraisal.

Training in any manufacturing organisation can be broken down into two, off the job training and on the job training, off the job training involves the training that are done outside the normal workplace, on the job training is a type of training within the organisation. One important feature of the job training is the mentor system. When an employee enters a new department, they are assigned a mentor, the mentor helps the employee get schematized and helps them to solve any problems or questions they may have about their job, one-the-job training also takes the form of job rotation, this method is also very common in the manufacturing industry.

In the manufacturing organisation, promotion is used among others to appreciate and reward a committed staff, promotion is used to build employee morale, promoting job satisfaction and effective. Adekola (2011) emphasized that in an employee early years, it appears that promotion is usually based on seniority and employees of the same cohort seem to move together. After the first ten years, the differences between employees of the same cohort appear to become wider and promotions become more differentiated.

Employee Empowerment

In the present era of globalization, employee empowerment enable organisation to respond to changes in the business environment. Empowerment can be said to enhance organisational commitment as well as organisation citizenship behaviour. Samat, Ramayah and Saad (2006) describe empowerment as important factors that can enable organisation achieve competitive advantage. Moye and Henkin (2006) emphasize that empowering employees can result in development of trust between managers in an organisation. It is important for manager in an organisation to empower the employees so that they can be committed and also develop citizenship behaviour.

Empowerment can be viewed from the employee perspective, organisational perspective, psychological perspective and multi-dimensional perspective. The employee perspective can be as a relational construct and a maturational construct. As a relational construct empowerment can be described as a delegation of power. Hass (2010) emphasized that empowerment is a process of giving authority to the employee to make important decision on their own. As maturational construct empowerment indicates sharing power or authority. Empowerment from the organisational perspective can be described as a tool of enhancing teamwork (Taffindar, 2005). Empowerment from psychological perspectives involves the attitude, behaviour of individual employee and it can be described as innate motivation. The multi-dimensional perspective of empowerment indicates that one-dimension approach is not enough to consider the employee perspective. These perspectives of empowerment consider six ways of empowering employees as leading, monitoring, structuring, providing, educating and incorporating all other factors.

One of the strategies of empowerment is through delegation of authority, manager in organisation could empower their subordinate by delegating responsibility and also assisting them to resolve their personal problems. Moynihan and Dandy (2008) observed that employee empowerment can be managed by considering the various concept of particular management.

Good leadership is another strategy to sustain continuous improvement of employee commitment in

any organisation. Good leader should inspire the subordinate and also creates good example to be followed. Taffinder (2005) also pinpointed the need for the management to open line of communication with the employees without proper communication, there will be nothing like organisation.

Commitments as an empowerment strategy involve optimum utilization of employee towards high level of performance. It is an indication of a sense of duty and also an emotional attachment to the goals and aspiration of the organisation (Fornes, Rocco, and Wollad 2008). Commitment could be individual commitment, team commitment, job commitment and career commitment. Individual commitment reflects the attributes which directly affect persons and in the psychological and emotional attachment of individual for their job. Job commitment can be described as the degree to which employee identify with the work assignment, career commitment can be described as individual motivation, attitude behaviour and intention towards job.

However, Spereitzer (1996) outlined the following factor that can affect the degree of empowerment by employee, this includes participative environment; access to information; span of control; social support; roll ambiguity; and access to resources.

Methodology

Research Instrument

The main research instrument of this study was structured questionnaire which were administered to respondents who are employees of Wire and Cable industry in the South-western Nigeria. The questionnaire for the study was divided into four sections. Section A consisted of the socio-demographic characteristic of the respondents such as sex, position, marital status, years of experience and departments; Section B consisted of questions on identification of HRM practices in the selected organisations; Section C consisted of questions on various organisational citizenship behaviour, and Section D elicited information on the effects of demographic variables on organisational citizenship behaviour. All the variables were measured using the Likert 5-point scale.

Strongly agree	5
Agree	4
Undecided	3
Disagree	2
Strongly disagree	1

Data Analysis Techniques

The data collected was processed and analysed using both descriptive and inferential statistics. The analysis was in accordance with the research objectives and hypotheses. The descriptive statistics such as frequency count, percentage, mean and standard deviation, while Correlation analysis and multiple regression technique were the inferential statistics.

Results and Discussion

Human Resource Management Practices in the Wire and Cable Industry

Table 1: Human Resource Management Practices in Wire and Cable Industry (in %)

Compensation Management	SD	D	I	A	SA	M	STD	% A
In the organisation where I work, I get incentives such as promotion, awards and bonuses	0.0	0.5	4.6	14.7	80.2	3.96	0.83	95.0
In the organisation where I work, my salary is influenced by my results	0.0	3.9	10.3	76.5	9.3			
The current compensation plan in my place of work link pay with performance, which has resulted into my extra-role behaviour	1.0	4.4	63.6	17.4	13.7			
The compensation programme in my company is responsible for my going extra-mile to assist my colleague	4.4	16.9	9.3	41.1	28.4			
I feel excited with my company, compensation methods therefore I will like to protect my jobs and exhibit citizenship behaviour.	4.9	2.0	15.9	38.1	39.1			
Welfare Programme								
The welfare programme adopted by our company is responsible for the workers extra role behaviour	2.9	2.4	13.2	42.5	38.9	4.00	0.90	80.3
Our company appreciate and recognize the employees for their excellence	1.0	0.5	10.3	58.4	29.8			
Our company provides all the necessary allowance and this is responsible for the employees citizenship behaviour	3.9	1.5	8.8	19.3	66.5			
Our company provide conducive working conditions as this is responsible for the employees citizenship behaviour	3.9	2.0	11.5	71.9	10.8			
My company provides safe drinking water, housing, recreation uniform and health insurance. Hence the extra role behaviour of its worker	2.0	5.9	53.3	23.2	15.6			
Career Development								
The organisation I work for help me develop the skills I need for successful accomplishment of my duties	5.4	11.7	11.7	42.5	28.6	3.92	0.99	70.1

The organisation I work for invests in my career development and it promotes my personal and professional growth in a broad manner I can therefore go on.	1.5	5.9	13.2	40.3	39.1			
In the organisation I work for stimulates learning and application of knowledge	3.9	5.4	21.8	47.9	21.0			
I can use knowledge and behaviour learned in my training at work to assist my colleagues	2.0	6.8	22.0	34.5	34.7			
In the organisation where I work career development are identified periodically	2.0	4.4	15.2	46.5	32.0			

SD- Strongly Disagree, D-Disagree, I-Indifferent, A-Agree, SA- Strongly Agree, M-Mean, STD- Standard Deviation, % A-Percentage Agree

Source: Field Survey, 2017

Table 2: Human Resource Management Practices in Wire and Cable Industry (in %)

Employee Empowerment	SD	D	I	A	SA	M	STD	%A
If I need help it is usually easy to get other to help.	2.4	2.4	13.2	36.9	45.0	3.95	0.88	80.9
In my work I can assist my co-workers in improving their performance	2.4	2.9	14.7	54.8	25.2			
I am always confident that my co-workers and I will be able to work together.	3.4	0.5	28.4	42.3	25.4			
My innovative ideas are often received well by my co-workers	0.5	3.9	16.6	55.3	23.7			
I have a lot of control over my work.	1.0	8.8	25.4	43.3	21.5			

SD- Strongly Disagree, D-Disagree, I-Indifferent, A-Agree, SA- Strongly Agree, M-Mean, STD- Standard Deviation, % A-Percentage Agree

Source: Field Survey, 2017

The analyses in Tables 1 and 2 showed the various human resource management practices in the Wire and Cable Industry in South Western Nigeria. The human resource management practices include compensation management, welfare programme, career development, and employee empowerment.

In terms of compensation management as a human resource management practice, the analysis showed that majority (95%) of the respondents agreed to a large extent that it resulted in a better performance on the part of the employees. Employees get incentives such as promotion, awards and bonuses, their salaries are influenced by their results. Due to the current compensation plan at their

workplace which links their pay with their performance, resulted in their extra-role behaviour, the compensation programme is also responsible for employees going an extra-mile to assist their colleagues. The compensation method made the employees excited with their company and also enabled them to exhibit citizenship behaviour. A high mean value of 3.96 out of a maximum value of 5.00 confirmed that compensation was practiced to a high extent in the Wire and Cable Industry (see 1).

The analysis also showed that majority (about 80%) of the respondents agreed that welfare programme is an effective human resource management practice in the wire and cable industry as their company adopted the programme which enables them to appreciate and recognize the employees for their excellence; the company provides all the necessary allowance which is responsible for employees' citizenship behaviour. The company also provides conducive working conditions, safe drinking water, housing, uniform and health insurance which leads to extra role behaviour of the workers. This was confirmed by a high mean value of 4.00 which depicted that welfare programme was practiced to a high extent in the industry (see Table 1).

Also, a high percentage (about 70%) of the respondents agreed that career development is also an essential human resource management practice. The respondents revealed that their organization help them develop the essential skills needed for the successful accomplishment of their duties, they promote their personal and professional growth and also stimulate learning & application of knowledge, the employees can also use the knowledge derived from their training to assist their colleagues. The organisations identify their career development periodically. This was confirmed by a high mean value of 3.92 which showed that career development was practiced to a high extent in the industry (see Table 1).

Also, a high proportion (81%) of the respondents agreed that employee empowerment is a part of the human resource management practice. The results revealed that employees tend to assist each other in improving their performance; they work together with their co-workers and also share innovative ideas which are often well received by both parties involved this in turn gives them a lot of control over their work. This was supported with a high mean value of 3.95 showing that employee empowerment was practiced to a high extent in the organisations (see Table 2).

Table 3: Summary Statistics of Human Resource Management Practices

Variable	Total score	Mean score	Standard error	Standard Deviation	Ranking
Welfare Programme	1,636	4.00	0.90	0.90	1st
Compensation Management	1,619	3.96	0.83	0.83	2nd
Career Development	1,603	3.92	0.99	0.99	3rd
Employee Empowerment	1,615	3.95	0.88	0.88	4th

Source: Field Survey, 2017

The Table 3 highlights the summary statistics and the ranking of the various human resource practices in the wire and cable industry.

The table indicated that Welfare programme is a well ranked human resource management practice in

the wire and cable industry with total score of 1,636 responses and a means score of 4.00. This is an indication that the industry appreciates and recognizes the employees for their excellence. The company provides conducive working environment for the employees which responsible for the exhibition of citizenship behaviour.

Compensation management as depicted in the analysis is a highly ranked human resource practice in the wire and cable industry with the total score of 1,619 and a mean score of 3.96 respectively. It is an indication that compensation management makes the employee get excited with the organization.

In the analysis, career development is well adopted human resource practices. It has a total value of 1,603 with a mean value of 3.92. The respondents revealed that their organization help them develop the essential skills needed for the successful accomplishment of their duties. The company promotes employees' growth and personal development.

Employee Empowerment according to the respondents is also well practice. It has a total score of 1,615 and mean score of 3.95. This is an indication that the company allows the employees to share innovative ideas which gives them a lot of control over their work.

Conclusion

The result has indicated that HR practice such as compensation management is responsible for employees going extra miles to help their colleague and other employees. It is also revealed that the provision of welfare programme also bring about extra role behaviour to the workers. The organization develops their essential skills that are needed for the successful accomplishment of their duties. There is a good basis for employee development plan through a periodical appraisal. The oversight team is in place and various options are used in resolving conflict. It has also been revealed that the organization competitive process of selection attracts a lot of competent people.

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