

**THE IMPACT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON  
OPERATIONAL PERFORMANCE OF MOTOR VEHICLE MECHANIC IN  
AUTOMOBILE INDUSTRIES**

**BY**

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**2016/1/63801TI**

**DEPARTMENT OF INDUSTRIAL AND TECHNOLOGY EDUCATION**

**FEDERAL UNIVERSITY OF TECHNOOLOGY, MINNA**

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**FEBRUARY, 2023**

## DECLARATION

I, ADEPOJU OLUWABUKUNMI SAMUEL Matric No: 2016/1/63801TI an undergraduate student of the Department of Industrial and Technology Education certify that the work embodied in this project is original and has not been submitted in part or full for any other diploma or degree of this or any other university.

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## CERTIFICATION

This project has been read and approved as meeting the requirements for the award of B. Tech degree in Industrial and Technology Education, School of Science and Technology Education, Federal University of Technology, Minna.

Dr. A.M HASSAN

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Sign & Date

## **DEDICATION**

I dedicate this research work to Almighty God the creator and sustainer of the whole universe who gave me life, strength, wisdom and understanding to be able to start and finish this project work and to my parent Mr. and Mrs. Adepoju Ademola Emmanuel.

## ACKNOWLEDGEMENTS

I wish to express my profound gratitude to almighty God who have blessed me with inspirations, who without his provision and guidance this work would have been a failure. To my supervisor Dr. A.M Hassan i say a special thank you for your special support toward my work, I acknowledge you sir for your guidance and pursuance of this project from its inception to its final stage. With your effort and dedication, you provided me with all the necessary guidance I required to go through my work. I thank you sir for being a wonderful inspiration. I do acknowledge my friends Chembe Japheth, Moses, Mr. Femi, Alabi Aliu, Azekab, Jimak, Tessy Tegbe, Mr. Teejay, Mr. Dapo, Toluwani Oyawale, Seyi Akipelu, Elijah Opeyimi and others who have contributed in one way or the other to the success of this project.

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I am forgetting the effort of my lecturers in the Department of Industrial and Technology Education for the knowledge impacted on me, their efforts towards making me useful is appreciated. It is my honest prayer that God grant your heart desires in is infinite mercy.

## **ABSTRACT**

This research work was designed to investigate the impact of human resource management practices on operational performance of motor vehicle mechanic in automobile industries. Three research question and three hypotheses were formulated to guide the conduct of the study. A descriptive survey research design was adopted for the study. The targeted population for this study was 200 respondents consisting of 15 monument staff, (32) supervisor for different departments and (153) junior staff which were randomly selected within Minna metropolis, Niger State. A structured questionnaire containing 37 items was used to collect the data for the study. Mean, standard deviation and t-test were the statistical tools used to analyze the data collected for the study. The three null hypotheses were tested at 0.05 level of significance. The findings among others revealed that most problem facing the automobile industries within Minna metropolis include: recruitment process of any organization mainly controls by the human management department of the organization and in general the process of recruitment is dependent on the merit of talent of the applicant. Based on the finding it was discovered that HRM should be giving 80% concentration during recruitments in automobile industry.

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## CHAPTER ONE

### 1.0 INTRODUCTION

#### 1.1 Background of Study

Human Resource Management is an indispensable function for both the private and public sector organizations (Bowen & Ostroff, 2019). The process deals with several operational objectives such as recruitment, providing proper training to the employee, selection of the employee, assessment of the employee, motivating and maintaining a proper relationship with the employee and maintaining welfare and health for the employees in the organization. The human resource management is a process through which the organization utilizes their limited skilled workforce (Cooke, 2014). The main intention is to make effective utilization of the existing human resource for the organization.

In recent decades, many automakers have embarked on managing human resources, this practice has had a huge impact on the operational performance of motor vehicle mechanics in gaining competitive advantage in the global market (Creswell, 2018). Several famous automobile manufacturers such as Toyota, Volkswagen (VW), Honda, Ford, GM, BMW, and Mercedes Benz are in close competition with each other in motor vehicle production. But only few automobile manufacturers are able to fully harness human resources potential (Bowen & Ostroff, 2019).

The organization uses their human resource management for the proper utilization of their resources. Furthermore, the department plays an important role in the overall development of the employees for encouraging personal and career growth (Francis, 2015). Alternatively, it helps in improving professional skills and knowledge of the employees. Human resource management provides quality work life for the employees (Kaufman, 2021). Therefore, the significance of the Human resource management with respect to the organizational performance is evident. Large number of organizations has established their human resource management department and they understand its need in today's world of

business. The higher performance work practices are human resource work practices that aimed at influencing and enhancing the organizational and employee performance. (Cooke, 2014).

However, this paper concentrates on the imperative of using human resource management practices to elicit the operational performance of motor vehicle mechanics' motivation in developing their organizational expertise. Using this method allow automotive firms to discover and utilize knowledge and expertise in their organization, which then accelerate innovativeness and environmental management initiatives (Kaufman, 2021). An appropriate HRM system can develop the automobile industry capabilities and enhance the competitive advantage of the automotive industries. Thus, automobile industries need to recognize the impact of human resource's management practices on operational performance of motor vehicle mechanic to attain the defined corporate mission and objectives in time (Francis, 2015).

## **1.2 Statement of The Problem**

Automobile maintenance workshop, assembling plants and industrial organizations in Nigeria face many problems which often hampers the attainment of set goals. The productivity of any automobile industries depends largely on the performance of managing its people (i.e. the human resource management and subordinates). The successful pioneering automakers in time past have not only invested funds into new technologies and equipment, but they have also harnessed their human resources management practice, provided world-class skills and training to their workforces in order to win the new markets because they know that sophisticated technologies and innovative manufacturing practices would only have little effect in enhancing operational performance, unless the human resource management (HRM) practices are in place to form a consistent production system.

### **1.3 Purpose of The Study**

The purpose of this study is to investigate the impact of human resource management practices on operational performance of motor vehicle mechanic in automobile industries. The specific objective of this studies are as follows:

1. To determine the recruitment and selection practices in automobile industries in Minna metropolis.
2. To determine the compensation and reward practices in automobile industries in Minna metropolis.
3. To determine the training and development practices in automobile industries in Minna metropolis.

### **1.4 Significance of the Study**

The human resource is going to benefit in the most vital aspect of the management of human resources in an organization. The impact of Human Resource Management when properly practice in operational performance of motor vehicle mechanic can serve as the backbone of any automobile production industry economy advancement of any nation. As HRM plays the most vital role in the productivity of the Nigeria automobile industries, it is then very important to bring to light some significances of this research work. The findings of this research will serve as a guide in speeding up productivity in every sector of automobile industry.

The findings in this research will enable proper attention of automobile industries to focus more on the management of human resource practices which can lead to effective mechanic operational performance, effective customer value and productivity enhancement and also fasten time of production and delivery. Since this work will highlight some important aspects of the impact of human resource management on automobile industry efficiency, industries already practicing HRM will benefit

from this research as it will help them to control, coordinate, direct and plan the activities of the organization effectively base of improving their human resources behaviors.

For other researchers and schools and libraries, this study will be beneficial as it will help in further study, the study will be of great help to other people and students who might wish to carry out other researches in the field.

### **1.5 Scope of The Study**

The scope of the research is restricted to the investigation of the impact of human resource management practices on operational performance of motor vehicle mechanic in automobile industries. The present study will collect primary data to acquire the perceptions of the respondents of high-performance human resource work practices. The primary data provides more accurate and authentic up to date information about the topic under investigation. The use of the primary data is thus important and worth considering in order to evaluate the impact of human resource practices on the Motor Vehicle Mechanic performance in Automobile Industries.

### **1.6 Research Question**

Several studies in the human resource literature investigated the impact of human resource management practices on organizational performance of workers in advancing productivity.

- **RQ 1:** What are the recruitment and selection practices in automobile industries in Minna metropolis
- **RQ 2:** What are the compensation and reward practices in automobile industries in Minna metropolis
- **RQ 3:** What are the training and development practices in automobile industries in Minna metropolis



## 1.7 Research Hypotheses

The underlisted hypotheses was formulated and will be tested at 0.05 level of significance:

**HO<sub>1</sub>:** There is no significant difference in the mean responses of workers in automobile industries and management staff in automobile industries on recruitment and selection practices based on human resource management which effects productivity in automobile industries'

**HO<sub>2</sub>:** There is no significance difference in the mean responses of workers in automobile industries and management staff on the compensation and reward practices of automobile industries.

**HO<sub>3</sub>:** There is no significance difference in the mean responses of workers in automobile industries and management staff on training and development practices contributing to the productivity of automobile industries.

## CHAPTER TWO

### 2.0 LITERATURE REVIEW

- Human Resource Management
- The Effect of Human Resource Management Practices on Business Performance among Private Companies
- The Impact of Human Resource Management Practices on Operational Performance: Recognizing Country and Industry Differences
- Brief History of Automobile Industries
- A Study on the Automotive Industry Sector in Nigeria
- A Critical Evaluation of Automotive Industry in Nigeria
- Study of Human Resource Management Practices on Operational Performance of Automobile Industry
- Human Resource Management in the North American Automotive Industry
- The Role of Human Resource Management and Lean Manufacturing and Operational Performance in Automotive Companies in Brazil
- Human Resource Management Challenges in Nigeria under a Globalized Economy: A Study of Innoson Vehicles Manufacturing Company Nigeria Limited

#### 2.1 Human Resource Management

According to several scholars' management of human resources is much more difficult than capital management or technology management. The definition of Human resource management (HRM) evolved in the later period of twentieth century. In the current day world, survival of an organization depends on the development of new capabilities; as a result, organizations are facing

critical challenges in all over the world (Robertson and Morrison, 2016). New challenges like globalization, investment in human capital, growth, change management etc. are emerging and organizations from all over the world needs to manage and find opportunities through these challenges. Among these challenges the management of human capital has gained added importance, as organizations are realizing the importance of people or human resource as assets of strategic importance. According to Meagher, et al., (2015) Human resource management does not merely deals with the rational administration but looks after the job satisfaction of the employees and also focus on, how to motivate them for better results, as a result it is making the best utilization of each individual human power for achieving the objectives of an organization. Human resource management is also an important fact considered by organizations from all over the world, because human resource is the resource that has the capability of converting the other source like capital, technology, methods, material, machine etc. into product or service (Meagher, et al., 2015). So, the need of a sound Human Resource Management system is very much necessary, in today's world.

### **2.1.1 Concept of Human Resource Management**

Before the evolving of the definition of Human Resource Management the management process dealing with the similar kind of subject was known as personnel management. It emerged during the 1920s (Bowen & Ostroff, 2019). It was concerned about a single department and its activities. The department it was concerned about was the human administration department, and its main function was recruitment and selection for the organization. The other functions carried out by this management were related to development, grievance handling, registration, appraisal, reward, retirement etc. But the negative fact about this system was that its formation was in the bureaucratic set up and it gave importance to the organization and its administration (Bowen & Ostroff, 2019). By the late 1970s

organizations from all over the world started facing increase in competitive pressures due to the factors like deregulation, fast growing technological change and globalization. So, the need for a more efficient management system emerged and in response the Human Resource Management was developed.

According to Osterman (2019) Human capital is one of the key factors that provide flexibility and adaptability to the organization. According to Taylor (2019) the people or the human resource are the adaptive mechanism not the organization or firm that determines the response of the organization towards the competitive environment.

On current structural background Human Resource Management can be defined as systematic process by which human capital or human resource are recruited and managed in such a way that it helps the organization to achieve its objectives. (Bowen & Ostroff, 2019). Human Resource Management is concerned about not only the organization but also about the well-being of the human capital involved, so it gives consideration not only towards recruitment and selection but also towards the motivation factors, development and maintenance of human resources. Human Resource Management helps to select the right person, for the right job, at the right time and at right position in a changeable surrounding (Creswell, 2018). According to Boxall & Steeneveld (2019); Human Resource Management comprises of the activities of an organization directed towards the management of the human resources and taking care of the facts that the resources are appointed at the right place and time for the right purpose for the fulfilment of the goals of the organization. The performance of an organization depends on the efficiency of the human resources involved with the organization. Therefore, a systematic set up for recruitment, training and development, motivation, manpower planning, performance evaluation, industrial relation and remuneration management should be taken into consideration (Creswell, 2018). Moreover, Human Resource Management is also concerned about the development of skills, ability and knowledge in the acquired human resources, so that the tasks and responsibilities given by the organization are performed effectively and efficiently. The main concept of Human resource

management comprises of four main functions - Acquisition, Development, Maintenance and Motivation of the human resource (Boxall & Steeneveld, 2019). These are the basic factors or key steps that help an organization to achieve its goals.

### **2.1.2. Human Resource Management Practices**

The management of human resources is a process of managing and controlling the workforce of an organization which helps in enhancing the performance and efficiency of an organization. The effective and appropriate resources help in attaining a smoother way of business operation and provide a sustainable way of business development (Boxall & Steeneveld, 2019).

#### **2.1.2.1. Recruitment and Selection**

The job opportunity within an organization includes a large variety of job option for the peoples. In general, an HRM recruit employs according to the merit and skill of the candidates. Apart from operational process, an organization has several activities like marketing, maintenance, and financial activities (Meagher, 2015). Furthermore, an organization involves several different positions such as in security, parking and housekeeping. HRM plays essential role in recruiting technical and nontechnical candidates for the different positions in an organization. The recruitment process is a vital aspect in any organization which mainly drives the output and efficiency of the organization. The recruitment process of any organization mainly controls by the human management department of the organization. In general, the process of recruitment is dependent on the merit and talent of the applicant. In this process, the CVs are sorted according to requirements of the vacant position (Meagher, 2015). Then the selected candidates have to face a face to face interview, where the merit, talent experience and knowledge of the candidate are checked. The face to face interview is controlled and structured by the human resources department. After, the rounds of interview, the selected candidate have to pass a written round. In the written phase of the test, the general ability and knowledge about the specific job

are checked (Wimbush, 2021). The final round involves on job test which involves mainly the criteria like problem-solving ability, adaptability and flexibility of the candidates in the workplace which is mainly managed by the managers of the specific departments.

The employment contract is an important aspect of Human resource management. The main objective of the employment agreement is to balance and safeguard the position of the organization and their employees. It helps in maintain certain laws and regulation within the organization. The organization and their employees are bound to follow the sets rules or guidelines in the agreement. The structure and the quantities of the employment agreement are designed according to essential needs of the employees (English, 2022). The agreement balances the requirements from both the side's employees and organization. The process helps in establishing a productive outline without any obligation and doubts in the workplace. The employment agreement also provides information about the job, responsibilities, and rights of the employees. It is very difficult for any organization to design agreements which are fruitful for everyone. It offers several other information like what to do and what to avoid in a productive approach. Therefore, the employment agreement is very vital in securing the position of the organization and the employees (Deci, 2019).

#### **2.1.2.2. Compensation**

The compensation and benefits processes are among the most vital human resource processes that are crucial for the modern Human Resource Management system and organizations (Hanan, 2017). This process is about managing the budget of personnel expenses, introducing attractive competitive benefits for the employees, setting compensation policies that are transparent and setting the standards of performance. Effective compensation and benefit help an organization to manage the performance of its employees, drive its personnel costs and to reward the excellent and extraordinary performances. It also modifies and designs new adjustments to the compensation strategy and policy, so that the

organization remains in its competitive advantageous position in the global job market. Some of the best practices related to this system are, determining salary levels and other benefits that meets the local law requirements, and also seeking legal advice regarding this, if required, documenting all system of salary determination and increment, total confidentiality about each individual employees regarding their salaries, documented systems also reduces the legal risks to the firm, consistency in offering compensations and benefits and maintaining confidentiality about health related information (Hanan, 2017).

#### **2.1.2.3. Appraisal/Performance Management**

According to Rose (2018); performance management is the process that determines the standards, set the goals, evaluate and assign the works and distributes the rewards for achievements. Performance management effectively is used to improve the individual as well as team performance of an organization responsible for achieving the goals and objectives of the organization. It is one of the most important characteristics of effective and successful organizations in today's world. According to Werner (2014) performance management is a process or system for improving the performance of an organization by developing the performance of individuals as well as teams. Performance management or appraisal is effective for various important purposes. It reviews the performance of employees, so that to learn from experience, it assists the employees in analyzing their strengths and understanding the need and area of development (Hanan, 2017).

#### **2.1.2.4. Creativity and Innovation**

There are several factors which facilitate or inhibit creativity and innovation at the organizational levels; some of the major factors are size and structure of the organization, culture and climate, resources and reward (Hanan, 2017). The three major aspect of organizational structure which influence innovation within the organization are centralization, formalization and complexity. The decision-making segments

of an organization needs to effective and supportive innovation approaches. Centralization of an organization obstructs the flow of information which resists innovation and creativity. However, on other context centralization is essential for promoting innovation. Similarly, high formalization can obstruct innovation as it prevents new sources of information or ideas. The complexity or the degree of occupational specialization enhances innovation however restricts new idea implementation. Therefore, the innovation and creativity are a multi- faceted approach and fluctuates with several variables. The size of the organization can greatly vary the process of promoting innovation (Hanan, 2017). As greater size means greater access to resources hence it can amplify innovation process. The organizational climate and culture are the potential factors which can inhibit or promote innovation. The HRM encouragements plays essential role in developing innovation and creativity. The organizational encouragements in risk taking, fair evaluation of thoughts, recognition and rewarding, flow of collaborative idea and effective decision making of the HRM (Salk et al., 2022).

#### **2.1.2.5. Involvement and Participation**

The other potential contribution of HRM for innovation such as effective work design, job demand and physical resources need to be effectively synchronized to enhance innovation and creativity (Salk et al., 2022). The effective synchronization of work design with innovation and creativity can influence the intrinsic motivating attitude and self-efficiency aspect of an employee. This process directly or indirectly empowers the proactive behavior and flexible orientation of the workforce. The proactive attitude can positively influence the motivation to innovation. The motivating attitude and self-efficiency aspect increases the tendency to be creative while performing a task. The HRM helps in establishing effective internal communication system which improves the overall operational process on innovation (Hanan, 2017). Through creativity and innovation, HRM can help in sustaining a significant equilibrium between preference, intricacy, and cooperation. According to researches an organization should be flexible and malleable to manage the associated challenges to innovation and creativity. Although, the priority for



freedom to opt new knowledge, experimentation and search in work design provides necessary thrust for promoting creativity and innovation (Hanan, 2017).

#### **2.1.2.6. Information Sharing and Knowledge Management**

The Information Sharing and Knowledge Management are recognized way to success and increases overall productivity or outcome. An HRM requires exploration and exploitation characteristics for enhancing shared vision, enriched jobs, trust, culture, discipline and supportive leaders which are the essential elements requires for promoting innovation and creativity within the organization (Salk et al., 2022). The effective human management, constructive evaluation, successful leadership approach, effective feedback system and supportive co-workers effectively contribute in promoting creativity and innovation across organizational business operation. According to researches an organization should be flexible and malleable to manage the associated challenges to innovation and creativity. Although, the priority for freedom to opt new knowledge, experimentation and search in work design provides necessary thrust for promoting creativity and innovation. The increased competition and extensive globalization have effectively changed the existing process of business operation. The organizations in this competitive platform requires more effective and advanced Knowledge Management to earn profitable outcome and for sustainable growth. In this regard, Knowledge Management plays major role and helps in attaining more advanced and effective strategic implementations. The innovation can be defined as the process of implementing novel ideas and creativity is the process of conversion of ideas into useful operational implementations (Bowen & Ostroff, 2019). The Knowledge Management in business process helps in the transformation ideas and thoughts to provide unique combination and strategic implementation. The main intension of this report is to investigate and analyze the scope of creativity and innovation over the organizational platform. Apart from this, the report will provide extensive analysis of promoting Knowledge Management over organizational context and how the

approaches will influence the overall organizational development process and sustainable growth (Bowen & Ostroff, 2019).

#### **2.1.2.7. Organizational Implementation**

If we consider the approaches undertaken by the HRM, the strategies or structured methodology employed mainly for promoting long term sustainable growth. An organization employs comprehensive programs to improve or enhance the quality of management and implementation for sustainable growth (Bowen & Ostroff, 2019). The organization has considered innovation and creativity at every level of operational process such as individual level, employee level, team level and organizational level. Trained HRM champions at individual level helps in developing skills and generation of innovative ideas. The trained HR managers takes the responsibility at the team level and takes the effective leadership approach to guide the team member for innovative idea generation and helps to be more creative in completion of a task (Salk et al., 2022). The supportive management and encouraging management practices of HRM ensures the process of promoting innovation within the organization. The structure and size of the organization perfectly accompanies innovative work.

#### **2.1.2.8. Training and Development**

Training is the process of study and continuous learning that seeks job insertion and updating, with the objective of increasing the knowledge and skills of workers, allowing the development of the skills required in the performance of work (Analoui, 2018). The training process can be defined as the investment that the company makes to ensure the professional development of its employees.

Therefore, it is important to highlight that the Training Plan, from a general point of view, should be conceived as a valuable tool that positively impacts the company and the personnel that receives it. Thus, 72% of the participants in “The 2005/2006 International Assignment Survey”, among more than 200 multinational firms around the world and for a variety of industries, the organizations surveyed affirm that they provide training in the language of the country of destination (Al-Frijawy and Tonoju,

2019). Other companies such as Deloitte have Global Development Programs for professionals between 26 and 40 years of age, with more than two years of experience in the firm. For 16-month contracts in any country in the world, the consultant trains the candidate for six months, assigns him a tutor, finances all round trips and assures him a promotion in category and salary on his return

### **2.1.3. Human Resource Management – Performance Linkage.**

Human resource management is set to control the segment of managing the employees of the organization. Human resource management helps the organization in selecting the employees for the organization according to the demands of the business organization. It monitored the behavior of the employees in the organization and helps them to adopt the working atmosphere of the organization. Human resource management performs functions from selecting the effective employees for the organization to maintain the work ethics in the business organization (Pratoom, 2019). Human resource management of an organization plays an important role in the business activities. The HRM of an organization makes a suitable working environment for the organization. The selection of the employees in the pizza hut is done through the Human resource management (Creswell, 2018). The HRM follows ethical approach on selecting or promoting any employee in the organization. It helps the employees to understand their roles in the organization and clears the organization goals and perspective. Human resource management of an organization enhances the performance of the employee. The HRM of an organization plays vital role in designing structured methodology in order to eliminate the challenges oriented with the human resource management approaches (Francis, 2015). The HRM considers both elements exploration and exploitation which enables the organization to support effective human resource management for sustainable growth. The effective HRM practice at organizational level requires effective management, leadership approach of managers, constructive evaluation, effective feedback system and supportive co-workers (Pratoom, 2019). The HRM helps in making effective strategic implementations and supportive work culture of an organization enables the organization

which helps in gaining enhanced revenue with cost saving and improved performance. Therefore, effective HRM is a potential factor which can inhibit or enhance performance of an organization. Apart from this, HRM encouragement plays essential role in developing innovation and creativity. The advanced feedback system through which employees can directly communicate with the management for their concern and ideas. It will also help in developing trust and definite vision for HRM within the organization (Bowen & Ostroff, 2019).

## **2.2 The Effect of Human Resource Management Practices on Business Performance among Private Companies**

Studies show that HRM plays an important role in formulating and implementing organizational strategy. Myloni (2004) found that HRM can be seen as part of the overall strategy of the firm. The increasingly importance of HRM in strategy has then led the HR managers to be part of the decision makers while formulating and implementing strategy. Rozhan and Zakaria (1996) study of Malaysian firm provides some evidence of HR managers having an involvement in the strategy formulation process.

Most research suggests that HRM is vital in order for an organization to achieve organizational success (Barney, 1991; Jackson & Schuler, 2000; Pfeffer, 1994). Typically, HRM is considered to be vital in order for an organization to achieve its success by enabling the organization to sustain competitive advantage. Literatures on strategic HRM even indicate that HRM practices and systems contribute to the creation of a sustained competitive advantage for the. As a result, it is important that a firm adopt HRM practices by making use of its employees.

A number of researchers have found a positive impact of HRM on organizational performance. For instance, Becker and Gerhart (1996), Becker and Huselid (1998), and Dyer & Reeves (1995) empirical studies found that firms which align their HRM practices with their business strategy will achieve superior outcomes. MacDuffie (1995) studies worldwide auto assembly plants found that some HRM

practices are related to productivity and quality of the firm. Youndt (1996) found that certain combinations of HRM practices are related to operational performance of manufacturing firms. Guthrie (2001) surveyed in New Zealand corporations found that HRM practices are related to turnover and profitability of the corporations.

More recent empirical study on HRM practices (Lee & Lee, 2007) uncovered six underlying HRM practices on business performance, namely training and development, teamwork, compensation/incentives, HR planning, performance appraisal, and employee security help improve firms' business performance including employee's productivity, product quality and firm's flexibility. This study reveals that three items of HRM practices influence business performance: training and development, compensation/incentives, and HR planning. However, some other researches also show that certain HRM practices have significant relationship with operational (employee's productivity and firm's flexibility) and quality performance outcomes (Chang and Chen, 2002; Ahmad and Schroeder, 2003; Kuo, 2004 Sang, 2005). The review of this research evidently shows that effective HRM practices can have positive impact on business performance.

### **2.3 The Impact of Human Resource Management Practices on Operational Performance: Recognizing Country and Industry Differences**

Much of the previous research on the relationship between HRM practices and organizational performance has concentrated on a single HR practice, such as compensation, selection, etc. (Gerhart and Milkovich, 1990). However, a growing number of researchers have argued for instituting complementary bundles of HRM practices to enhance organizational performance (Ichniowski et al., 1993; Osterman, 1994). Human resource practices are said to be bundled when they occur in fairly complete, mutually reinforcing or synergistic sets (Dyer and Reeves, 1995, p. 657). Pfeffer's seven HRM practices are internally consistent with one another. For example, an organization promising employment security needs to pay close attention to selective hiring of new personnel. Employees

cannot be retained for a long time unless their attitudes, values, and behavior fit with those of the organization. Therefore, identifying these qualities should be an integral part of the hiring process and effectively operating self-managing teams and decentralizing decision making require in-depth understanding of aptitudes, abilities, temperaments, idiosyncrasies, and personal traits of fellow employees. Mutual understanding among employees usually develops when they work together for a long time as occurs in organizations that provide employment security. Also, when an organization institutes performance contingent compensation, the employees are motivated to focus on long-term organizational performance rather than short-term gains if the employers provide employment security. Organizations emphasizing employment security intend to keep employees longer; therefore, it makes sense to invest more in training these employees. Under a longer time, horizon, training related expenditures should be strategically evaluated and considered an investment toward human capital rather than merely a cost of doing business. Organizations need to make extra efforts to reduce status distinctions, if they intend to keep employees loyal to them. Sharing information on organizational strategy, goals, and performance with employees conveys that they are trusted. Information sharing also empowers the employees and fosters organizational transparency which are crucial if the employees are to have long tenures in the organization.

#### **2.4. Brief History of Automobile Industries**

In the early 1672 Ferdinand Verbiest, a member of the Jesuit missionary in China built the first steam powered vehicle as a toy for the Chinese Emperor.

In the 18th century a self-powered steam propelled vehicle that is large enough to transport people and cargo was designed, by Nicholas – Joseph Cugnot who demonstrated his fardier vaporene (steam dray) and experiment stream driven artillery tractor in 1770 to 1771, but because Cugnot could not prove the worth of his design, his work became impracticable and his invention was not developed.

By 1784 center of invention was shifted to Great Britain when William Murder built a working model steam carriage in Redruth, by 1801 Richard Trevithich was able to run a full sized designed vehicle on the road in Camborne, which was in vogue for a time before innovation was done on it, like the inclusion of hand brake, multi-speed, transmission and better steering development.

Some of this vehicle were used commercially for mass transit, until there was a back lash against large speed vehicle on road of United Kingdom that resulted in the establishment of the locomotive act (1865) that required self-propelled vehicles on public roads in the United Kingdom to be preceded by a man on foot walking with a red flag and blowing a horn in other to save life. (Echerman 2001).

#### **2.4.1. 18<sup>th</sup>– 19<sup>th</sup> Century Production Era**

Before the 19th century era, so many efforts were made to mass produce vehicles through creation of industries.

In 1815 a professor at Praque polytechnic, Josef Bocak, built oil fired steam car. In 1838 walter Hancock built a steam bus, that has four seat steam phaetons. In 1867 a Canadian Jeweler Henry Seth Taylor demonstrated a four wheeled steam buggy at stand stead fair in strand steed, Quebec in London.

In 1878 an American George B. Selden filed an application for a patent right before the American Government to have Authority over the production of engine and other vehicle parts. This was granted after 16years the application was submitted, when American government granted the permission on November 6<sup>th</sup> 1895.

Another popularly known inventor of numerous car-related industries in the late 18<sup>th</sup> century and early 19<sup>th</sup> century was Karl Benz, who received a German patent right in 1886, which was before George of American in 1895.

The four-stroke petrol (gasoline) internal combination engine that constituted the most prevalent form of modern Automobile propulsion is a creation of Nikola-Otto in the 19th Century, before four stroke

diesel engines were invented by Rudolf Diesel. All these inventions gave rise to modern Automobiles industries.

#### **2.4.2. Veteran Production Era**

The first produced licensed Automobile was invented by Karl Benz in 1888 in Germany under license from Benz in France by Emile Roger. Though there were other tricycle builders like Rudolf Egg, Edward Butler and Leon Bolle that used 650cc engine of his own design. By 1900, there was already mass production of Automobile in France and United State. The first made car company in the world was produced by (Czech) company Nesseldorfer Wagenbau. The first company form exclusively to build Automobile was pan hard levassor in France, which also introduced the first four cylinders, engine that was formed in 1889. Two years later Peugeot as a man still in France started his own automobile company that was named after him Peugeot. In 21<sup>st</sup>century when automobile industries were beginning to take off in the western Europe, especially in France 30,204 vehicle production were recorded in 1903, representing 48, 8% of world automobile production that year. (Kearny & randy 2006).

#### **2.4.3. Vintage Era**

The vintage era lasted from the end of the World War 1 1919 to 1929. During this period the front engine car dominated automobile world. In 1919 over 90% of cars sold were open roof, and by 1928 90% were closed roof. The development of internal combustion engine continued at a rapid pace with multi-valve and overlapped camp half engine production at high end and, V8, V12, and V16 engine were conceived for the ultra-rich. In 1919 hydraulic brakes were invented by Nalcolm longhead and three years later, Hermann Rieselern of Vulcan Motors invented the first automatic transmission that had two speed planetary gear box, torque converter and lock up clutch which never entered production. During this era tempered glass, standard equipment and inside windows were invented in France.



New York Times, Taranto (1825) published that many manufactures were unable to keep pace with the bigger production due to some factors which human resources is included. Apart from the higher demand for smaller cars Taranto of U.S. also mentioned “Pyrocylin finish” the eight-cylinder engine the four-wheel brake and balloon tires as the biggest trend in 1825.

#### **2.4.4. Modern Era (Present History)**

Modern era Automobile has become one of the increasing standardizations with almost all the modern automobiles been computer aided. Some of the modern notable advance widespread automobiles were front wheel drive and all-wheel drive, and the adoption of the diesel engine and the ubiquity of fuel injection been advanced in earlier eras now dominate the market today and it is not easy to overlook their significance. In the recent time nearly all the passenger cars are front wheel drive monologue, unibody design with transversely mounted engines.

#### **2.4.5. History of Automobile Industry in Nigeria**

The history of Automobile in Nigeria started earlier before Nigeria as a country had her independence in 1960. The western world introduced the use of automobile to Nigeria when oil was booming in the 70s. Developed countries like America, Germany, France, and Britain etc. through partnership with Nigerian government and issuing of license of operation and control policy, established six Automobile assembly plants in Nigeria, namely;

1. Peugeot Automobile Nigeria limited (PAN) Kaduna in 1975,
2. Volkswagen of Nigeria Limited (VWON) Lagos 1978,
3. Anambra Motor Manufacturing Limited (ANAMMCO) Emene – Enugu (1980);
4. Steyr Nigeria Limited Bauchi,
5. National Truck manufacturers (NTM) Kano Fiat Production,
6. LeyLand Nigeria Limited (LNL) Ibadan, between 1970 and 1980 (Akiagwe 2010).

The establishment of this six automobile assembly plants in Nigeria brought quick development to the country. According to Aganga (2013), the minister of trade and investment who stated that “automobile industry is an engine of growth and stimulus to other economic activities. Since the establishment of these six automobile industries in the country, the economy of the country has improved tremendously because of transportation is made easy in all areas.

Over time record of less automobile been produce within the country began to rise. From 2000, it has been recorded that there is a large decline in the production of Automobile. Many of the Automobile industries established between 70s and 80s are no longer in operation, due to challenges the industries faced. In statistics about 75% existing Automobile companies in Nigeria today deal only on car sales, and 80% of Automobile used in the country today are fairly used cars popularly known as Tokumbo (Okuhu 2011),

## **2.5. A Study on the Automotive Industry Sector in Nigeria**

Out of the eight assembly plants in Nigeria, two are privately owned with relative autonomy in production decisions while the rest have 40% government equity interest and operate under licensed agreement with European technical partners. After Nigeria independence (1960), there was scarcely any modern industrial enterprise in Nigeria, because Import bills strained the nation's foreign exchange reserve denying it the benefit of industrialization. It was against this background that import substitution products became the cornerstone of the Nigeria maiden industrial strategy.

Given these consideration, the Nigerian government under its Second (1970-75) and Third (1975-80) National Development Plan, established six assembly plants under license agreement and with emphasis on a local content programs which represented the second phase of development after the first phase which was characterized by assembling of "semi-knocked down {SKD) units. At the end of the boom years (1970-80) and the consequent adoption of strict monetary policies revealed the structural weakness of those industries.

The widespread of the manufacturing and assembling industries later became dominant because of the initial top down approach to development (assembly of imported CKD kits of foreign brands) which was unduly prolonged. Automobile Industry Company is in the following categories during 70s – 80s.

### **I. Passenger Cars**

There are two passenger car assembly plants in Nigeria with a combined installed capacity for assembling 108,000 cars annually. (VWON, and PAM). VWON annual output rose to a maximum 23,000 cars or 53% capacity utilization in 1978 but steadily declined to 385 cars or less than 1% of capacity by 1994 and eventually closed down operation in 1995. While PAM's capacity peaked in 1981 at 93% or 54,490 cars and declined thereafter to only 4,781 cars or less than 11 by 1994.

### **II. Light Commercial Vehicles**

Three companies were established to produce light commercial vehicles (LEYLAND, SCOA AND GM}. In 1994 General Motors and SCOA recorded an output of 1,093 units or 5% capacity utilization. Leyland Nigeria Limited came under receivership in 1986 although it produced maximum capacity in 1980 (7,280 vehicles or 95% utilization rate).

### **III. Medium and Heavy Commercial Vehicles**

Five companies have facilities to assemble heavy commercial vehicles and carry out refurbishing work. These are Steyr, Anammco, and NTH. NTH closed down since 1987 and went under receivership. It however gained maximum capacity utilization in 1981 at 35.4% or 2,124 vehicles but produced only 97 vehicles in 1986. Steyr highest output was recorded in 1979 at 1, 965 vehicles or 24% capacity utilization but produced only 58 units in 1994. Anammco's capacity peaked in 1981 when it reached 5,147 units or 65% capacity utilization, and only 3% by 1994.

### **IV. Agricultural Tractors/Barth Equipment's**

Companies engaged in the assembly and refurbishing of these products are NTH and Steyr but this activity has since been suspended.

Anammco has facilities for building metal bus bodies on chassis assembled locally while NTH and Steyr have installed modern equipment for building fibre bodies, car fenders, etc. Other companies include Arewa Metals, Neptune, and Leventis

## **V. Component industries**

Thirty-three (33) companies are officially recorded as suppliers of components for original equipment but over 184 companies including those serving the replacement market alone have so far been recorded by National Automotive Council (NAC). Apart from the conventional tools, NTH, PAN, STEYR and LEYLAND have installed engine test beds for partial assembly of engines. Steyr and NTH also have plants for the production of cabs from fibre glass.

## **2.6 A Critical Evaluation of Automotive Industry in Nigeria**

More than 60000 motor vehicles are being imported into the country annually of which more than 85% are used vehicles. Automobile plants in Nigeria are merely coupling vehicle parts produced overseas with little input to the component production of major units.

These assembly plants will soon close shop due to the precarious nature of their business. It is not in doubt that Nigeria is blessed with both human and natural resources but we need to improve on our organizational ability to make a better exploit of our natural endowment. Nigeria has what it takes to be a major manufacturer of motor vehicles; there is also a large market taken advantage of by importers, dealers and foreign auto plants.

These translate to unemployment for our youths, non-growth of our industries and technological backwardness of our society. It is pathetic to discover that in this 21st century many engineering students in the universities find it difficult to get placement for the mandatory industrial attachment before graduation as most of the plants have closed down shop due to unfair competition with their foreign counterparts.

The auto industry in most economies acted as an engine of growth in national industrial development scheme, especially with regard to the catalytic role of the sector, the diverse nature of its inputs and the unlimited value of its end products. This is a salient feature of such newly industrialized countries of the world like Malaysia, Indonesia, India, Brazil, Mexico and South Korea

Automobile industry is regarded in any economy as a major instrument for technological and social economic development. It serves as an important stimulus for other types of manufacturing activities such as iron and steel, rubber, plastics, electrical equipment, road construction, urban and rural development. The automobile industry is the cornerstone for establishing a self-sustaining economy and upgrading the standard of living.

## **2.7. Study of Human Resource Management Practices on Operational Performance of Automobile Industry**

Automobile Dealer is one of the largest industries in global market; Peter Drucker has called the automobile industry as "the industry of industries". Being the leader in product and process technologies in the manufacturing sector, it has been recognized as one of the drivers of economic growth. According to the Automotive Mission Plan 2006-2016, report from Ministry of Heavy Industry and Public enterprises.

Government of India mentioned India's passenger car and commercial vehicle manufacturing industry as the sixth largest in the world which has produced more than 3.9 million units in 2011. The sale of

passenger cars and utility vehicles have increased at 12%, commercial vehicles have increased at 4.4% and two wheeler sales have gone to 11% over the last ten years.

The National Automobile Dealers Association (NADA), founded in 1917 and commonly referred to as NADA, represents nearly 16,000 new car and truck dealership (automobile dealer), The Federation of Automobile Dealers Association (FADA), is an apex national body representing Automobile Dealers. In addition to conducting of its training programmers, FADA has joined hands with SIAM and ACMA to form Automotive Skills Development Council under the aegis of National Skills Development Corporation set up by the Government of India. An automotive skill Development Council aims is at addressing the medium and long- term manpower requirements of automotive sector as a whole.

In the automobile industry, effective Human Resources Management means building and maintaining strong teams. The risks an automobile industry faces are wide, varied and complex. Human Resource Management practices are a kind of workforce that helps to attain automobile production competitiveness. Human Resource Management is the companies function to enhances creativity, innovation, speed, flexibility and efficiency of the workforce to transform them into Institutional assets. Human Resource Management is now highly recognized as a strategic lever for creating values. Kataria Automobiles Pvt.Ltd, is one of the "most trusted brands" in the "Automobile Dealership of Maruti Suzuki" with Showrooms in Ahmedabad, Vadodara, Surat, Navsari and Vapi Today the Kataria Group is proud to have a family of 2000 dedicated, satisfied and committed work force. It also deals with Car, Motors, & Honda (Two-wheeler) etc. A Kataria Automobiles car dealership local distribution is a business that sells new or used cars at the retail level.

According to Marry Parker Follet, human resource management is the art of getting things done through employees, in order to achieve desired individual and group objectives with optimum efficiency and effectiveness. According to Leow C. Megginson the term Human Resource can be thought as the total knowledge, skills, abilities, talents of the workforce of an organization. In simple term, human resource

management is the tact of dealing with human relationships molding and developing the human behaviors and attitude towards the job and organizational goals. The human resource management plays a crucial role in bending the workforce to meet the end results.

The Human Resources of automobile industries represent one of its largest investments. They are the most important and valuable assets every automobile organization has in the form of its employees.

They are the means of producing wealth, accumulate capital, explore unidentified natural resources and build social, political and economic organization to carry forward national development.

The human resources at the macro level indicate the sum of all the components (like skill, creative ability) possessed by all the people working in the industry. Human resources at the organizational level include all the component resources of all employees from rank and file to top level management. So, it includes the resource, of all people who contribute their services to the attainment of production goals.

The main impetus for the Human Resources Management was the perceived need, on the part of a number of large organizations, to improve their competitive position both nationally and internationally.

Better utilization of human resources through the adoption of Human Resources Management and practices will always be seen as the key to achieving automobile industry objective goals.

Although Human Resources Management has much in common with traditional personnel management, it attempts to overcome some of the apparent inadequacies of personnel management as typically practiced in the past. This is particularly true of the strategic approach adopted by Human Resources Managers. Operational level Human Resources Management, which is concerned with the everyday management of people in organizations, also shares traditional personnel management approaches. However, even here there are differences, due to the impact of strategic Human Resources Management considerations on operational activities. If an organization is to achieve its goals, it must not only have the required resources, it must also use them effectively. The resources available to a manager are human, financial, physical, and informational skill.

While Human Resources Management (HRM) has always been critical to the success of any organization, they have assumed an increasingly greater importance that is being recognized inside and outside work organizations.

Human Resources departments typically include individuals with a wide variety and range of knowledge, skills, and abilities that are expected to perform job activities in a manner that contributes to the attainment of organizational goals. How effectively employees contribute to the organization depends in large part upon the quality of the Human Resources Management program (including staffing, training, and compensation) as well as the ability and willingness of management from the CEO to first line supervisors to create an environment that fosters the effective use of human resources. Edwin Flippo defines HRM as "Planning, organizing, directing, controlling of procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual, organizational and social objectives are achieved."

Amstron (2005) has defined Human resource Management to be: concerned with obtaining, organizing and motivating the personnel in the organization by ensuring their development based on good organization climate and management style which will promote effective effort, co-operation and trust among all the people working in it; there by helping the enterprise to meet its legal obligations and its social responsibilities towards its employees with regard to the conditions of work and quality of works. Akio Morita, the founder of Sony Corporation, once said, "There are no „magic“ in the success of Japanese companies in general and Sony in particular. The secret of their success is simply the way they treat their employees."

## **2.8. Human Resource Management in the North American Automotive Industry**

Existing research demonstrates that the practices that comprise a high-performance work system tend to work together in a synergistic manner (Wood and Wall, 2002). As such, this review hypothesized that



the three factors that comprise their model are work systems, HR policies, and leadership and are highly interrelated. This makes sense if one considers the futility of expending resources on training employees that are neither selectively hired nor assured a reasonable amount of employment security. Sharing confidential information with employees who may work for the competition at a later date is of little long-term benefit, if not counterproductive. Similarly, providing employees with the opportunity to improve North American automotive industry with their skills and then failing to compensate them for their added value begs the competition to hire them away (Zacharatos et al., 2005). Leadership plays a particularly noteworthy role in this model. Given most organizations do not undertake the challenge of putting in place a high-performance work system (Ichniowski et al., 1996), strong leadership is required in envisioning and implementing practices that fall into the work system or HR policies categories. According to Delery (1998) and Wood and Wall (2002), and as shown in the examples above, the idea of synergies makes a great deal of intuitive sense, and in fact the strong intercorrelations among human resource management practices lend many researchers to treat them as a single factor. Meanwhile, others have assumed the practices fall into separate groupings. For instance, MacDuffie (1995) found that his measures of work systems and HR policies were two distinct yet highly correlated. Similarly, Huselid (1995) found empirical support for dividing human resource management practices into two distinct yet highly correlated factors: those that enhance skills and those that enhance motivation. Following previous research in this area, we hypothesized the three factors (work systems, HR policies, and leadership) would be highly correlated. Following the advice of Wood and Wall (2002), we chose a three-factor model rather than a single-factor model to derive more detailed results and to investigate whether some sets of practices were related to some outcomes more than others

## **2.9 The Role of Human Resource Management and Lean Manufacturing and Operational Performance in Automotive Companies in Brazil**

This review shows that the intensification of environmental concerns has been leading companies to adopt environmental management practices at an increasing rate (Boiral, 2006; González-Benito, 2006). One of the arguments favoring the adoption of these environmental management practices is that they can benefit firms, giving rise to the so-called “green and competitive” (Porter and Van Der Linde, 1995; Hunt and Auster, 1990; Berry and Rondinelli, 1998; Molina Azorin et al., 2009). Among those benefits that can be ascertained from environmental management is the improvement in firms’ operational performance, such as a reduction in production costs (Porter and Van Der Linde, 1995).

Brazil’s automotive sector began in the 1950s and has since evolved into 26 car manufacturers with 53 factories supplied by more than 5000 auto part companies, with an installed production capacity of 4.3 million vehicles and 109 thousand farm machines per year, positioning Brazil as one of the six biggest producers of vehicles in Brazil (Anfavea, 2011). Based on data from 2010 it is possible to affirm that the sector employs approximately 1.5 million people, earns more than US\$ 107.6 billion annually (including auto parts), has a total production totaling 5.2% of Brazil’s gross domestic product (GDP), and can reach 22.5% of GDP if all indirect effects are considered (Anfavea, 2011). This extensive growth in the automobile industries is not been attributed only to the car manufacturers because it was made possible by the installation of the auto part industry and their human resources expertise together with the manufacturers was responsible for several innovations, such as flex-fuel engines and other technological adaptations to the Brazilian market.

## **2.10 Human Resource Management Challenges in Nigeria under a Globalized Economy: A Study of Innoson Vehicles Manufacturing Company Nigeria Limited**

Burton (2003) stressed that human resource recruitment practitioners are perceived to lack sufficient knowledge and skills necessary to implement effective human resource recruitment practice at various

level in the organization (Vance & Paik, 2006). Therefore, managers of this century must strive to balance the demand to think globally and locally.

Generally, it was discovered from the literature review that not much research has been carried out in Nigeria on human resource management under a globalized economy in the study area. In Innoson motors manufacturing company limited, a study of resource recruitment practices and decentralization for globalization required in order to address possible problems that could be hindering the achievement of expected objectives. The recruitment of Chinese as technical staff in the company further buttressed their problem because of language barrier, since most Nigeria employees cannot communicate with the technical staff in their language, the transfer of technical knowhow and training of Nigeria to the that level of taken over the technical expertise become a problem. The main focus for managers of this century is the urgency to manage change speedily and efficiently in them context with appropriate competencies. Issues like international HRM, diversity, employment equity, reputation management and corporate ethic amongst others must be factored regarding failure identification of HR professionals, role and capabilities (Parmenter, 2002 and Burton, 2003). HRM practitioner is perceived to lack sufficient knowledge and skills necessary to implement effective HRM practices at various levels in their organization (Jones, 2000). HR professionals have not been assertive enough to be present in the boardroom to guide HR programs to achieve long-term impacts on HR initiatives. This probably points to a lack of adequate drive and communication to apply strategic human resource management fully

## **CHAPTER THREE**

### **3.0 RESEARCH METHODOLOGY**

This chapter presents the design and procedure followed in obtaining the necessary data for this study, which includes research design, area of study, population sample instrument, equipment for data collection, validation of the instrument, administration of instrument, method of data analysis, and decision rule.

#### **3.1 Research Design**

Research design embraces the methodology and procedures employed to conduct scientific research. The design defines the study type; data collection methods and statistical analysis plan. This study took an explanatory research design since it seeks to establish the impact of HR practices on operational performance of motor vehicle mechanic in automobile industries. This is a case study research work that used a selected number of HRM practices to get empirical data on HRM practices and how they affect operational performance of motor vehicle mechanic in automobile industries.

The research strategy used for the research was a survey approach in order to collect quantitative data which was analyzed using descriptive statistical tools. The use of a survey enables generalization to be conducted using findings generated from a sample size which is representative of the whole population.

### **3.2 Area of Study**

The area of this is Minna Metropolis

### **3.3 Population**

On the average, the staff strength of these automobile industries as at the time the research for obtaining preliminary data stood at two-hundred (200). The figure for the head office is made up of (15) management staff, supervisors for different departments (32), junior staff (153). These members of the target population had characteristics and experiences that were capable of producing the responses the researcher needed.

### **3.4 Sampling Techniques**

A purposive sampling technique was chosen in sampling for managerial employees because they had to meet a criterion of belonging to the predefined group of top-level managers. Again, the convenience sampling technique was used so that any non-managerial employee could participate as a respondent. The convenience sampling technique suited the non-managerial employees better due to their relative ease of access and the fact that any employee belonging to this group is a potential respondent.

### **3.5 Instruments for Data Collection**

For the purpose of this study, a structured questionnaire consisting of 41 close-ended questions and organized into seven sections was used to collect primary data from employees. Section A consisted of five questions on the personal details such as age, sex, educational qualification, marital status and years of stay with organization. Section B was designed to test employees' perceptions and experiences about HRM practices (recruitment and selection, training and development, compensation, employment security, performance appraisal, employee participation and career planning) and section C & D is on employees' outcomes such as job organizational commitment and communication strategy respectively. A five-point Likert scale ranging from (1 - strongly agree to 5 – strongly disagree) was used in the last three sections (E, F & G) to measure the impact of HRM practices on HRM outcomes and employee performance. This question organized into three sections was designed for managerial employees.

Section E sought for Recruitment and Selection practices in the organization, section F asked questions to test HRM practices such Compensation and Rewards practices. The last section G tested the organizational performance on the Training and Development practices of the organizations chosen for the research. All the questions were close-ended statements which were followed by alternative answers from which respondents were expected to tick appropriately.

### **3.5 Validation of the Instrument**

The questionnaire constructed was validated by the supervisor and 3 other lecturers in the department of industrial and technology education. This validated questionnaire was then used for the collection of data for this study.

### **3.7 Method of Data Analysis**

Data collected from the completed questionnaires were inspected first of all, cleaned, transformed and collated into useful information for easy comprehension. After that the data were modelled into coded categories to facilitate analysis. The researcher, with the aid of Statistical Package for Social Sciences (SPSS) and Microsoft excel presented the final data in charts and diagrams. The SPSS was used to obtain frequencies and percentages of close ended responses. The reliability of the scale was measured using the Cronbach's alpha.

## **CHAPTER FOUR**

## 4.0

## RESULTS AND DISCUSSION

### 4.1 Results

#### 4.1.1 Research Question One

What are the recruitment and selection practices in automobile industries in Minna metropolis? The results are presented in Table 4.1.

**Table 4.1: Mean and standard deviation of respondents on the recruitment and selection practices in automobile industries in Minna metropolis**

S/N	Recruitment and Selection	$\bar{X}_1$	$\bar{X}_2$	$\bar{X}_T$	SD	Decision
		n <sub>1</sub> =15	n <sub>2</sub> =185	N=200		
1	Appointments in this organisation are based on merit?	3.5	3.05	3.27	0.98	Agreed
2	Applicants are fully informed about the qualifications required to perform the job before being hired?	3.00	2.55	2.78	0.83	Agreed
3	Advertisements are used by the Automobile Industry to recruit?	3.30	2.38	2.84	1.04	Agreed
4	There is formal induction, orientation and familiarization process designed to help new recruits understand the organisation?	3.30	2.77	3.03	1.34	Agreed
5	In this organisation, line managers and HR managers participate in the selection process?	3.40	2.97	3.18	1.05	Agreed
6	Selection system selects those having the desired knowledge, skills and attitudes?	2.90	3.26	3.08	0.97	Agreed
7	Vacancies are filled from qualified employees internally?	3.60	3.12	3.36	0.98	Agreed
8	Selection practices is quite rigid in terms of eligibility criteria	3.10	2.83	2.97	1.15	Agreed



9	Are you satisfied with the recruitment process by which you selected	2.60	3.43	3.02	0.87	Agreed
10	Are this automobile organisations, goals, objectives and strategies communicated to you?	3.70	3.09	3.40	1.07	Agreed
11	Do you know how this automobile organisation is planning to be competitive?	3.10	3.02	3.06	1.20	Agreed
12	Practical knowledge is one of recruiting criteria's?	3.40	3.42	3.41	0.70	Agreed

**Key:  $\bar{X}_1$  = Mean response of Automobile Staffs,  $\bar{X}_2$  = Mean response of Automobile workers,  $n_1$  = No of Automobile Staff,  $n_2$  = No of Automobile workers,  $\bar{X}_T$  = Average mean response, SD= Standard Deviation**

Table 4.1 shows the responses of respondents on the recruitment and selection practices in automobile industries in Minna metropolis. The result revealed that all the items agreed with the mean range from 2.78-3.40 on the recruitment and selection practices in automobile industries in Minna metropolis based on the decision. The result also revealed that the standard deviations (SD) of all items are within the ranges from 0.63 to 1.34, each of these values was less than 1.96 which indicated that respondents were not too far from the mean and from one another in their responses on the recruitment and selection practices in automobile industries in Minna metropolis. This indicated most of the respondents agreed on the recruitment and selection practices in automobile industries in Minna metropolis.

#### **4.1.2 Research Question Two**

**What are the compensation and reward practices in automobile industries in Minna metropolis?**

The results are presented in Table 4.2

**Table 4.2: Mean and standard deviation of respondents on the compensation and reward practices in automobile industries in Minna metropolis.**

S/N	Compensation and Rewards practices	$\bar{X}_1$	$\bar{X}_2$	$\bar{X}_T$	SD	Decision
		n <sub>1</sub> =15	n <sub>2</sub> =185	N=200		
1	Does paying for performance improve performance?	3.40	3.34	3.37	0.97	Needed
2	Employees are rewarded based on performance?	3.40	3.08	3.24	0.97	Needed
3	Compensation packages encourage employees to achieve organisation's objectives?	2.90	3.28	3.09	0.91	Needed
4	Employees are recognised and rewarded appropriately in this organisation?	3.50	3.20	3.35	0.89	Needed
5	Profit sharing/bonuses are used as a mechanism to reward higher performance?	2.90	3.05	2.97	1.07	Needed
6	Job performance is an important factor in determining the incentive compensation of employee?	2.60	3.37	2.98	0.91	Needed
7	Are you ever told whether you are doing a good job?	3.70	3.14	3.42	1.06	Needed
8	Promotion in this organisation is based on merit?	3.20	3.14	3.17	1.00	Needed
9	Interest free loans are provided for personal expenses?	3.50	3.26	3.38	0.87	Needed
10	Safety structure?	3.40	3.06	3.23	1.04	Needed
	Does provision for group insurance scheme improves performance?	3.40	3.06	3.23	1.09	Needed
11	Fringe benefit provided by the company are good?	3.40	3.29	3.35	1.01	Needed
12	Compensation paid for workers during layoffs or during any accidents occurring within the company are satisfactory?	3.60	3.22	3.41	1.04	Needed

13	Does paying for performance improve performance?	3.50	3.38	3.44	0.86	Needed
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**Key:  $\bar{X}_1$  = Mean response of Automobile Staffs,  $\bar{X}_2$  = Mean response of Automobile workers,  $n_1$  = No of Automobile Staff,  $n_2$  = No of Automobile workers,  $\bar{X}_T$  = Average mean response, SD= Standard Deviation**

Table 4.2 shows the responses of respondents on the compensation and reward practices in automobile industries in Minna metropolis. The result revealed that all the items agreed with the mean range from 2.98-3.55 on the compensation and reward practices in automobile industries in Minna metropolis based on the decision. The result also revealed that the standard deviations (SD) of all items are within the ranges from 0.82 to 1.07, each of these values was less than 1.96 which indicated that respondents were not too far from the mean and from one another in their responses on the compensation and reward practices in automobile industries in Minna metropolis. This indicated most of the respondents agreed on the compensation and reward practices in automobile industries in Minna metropolis

#### 4.1.2 Research Question Three

What are the training and development practices in automobile industries in Minna metropolis? The results is presented in Table 4.3

**Table 4.3: Mean and standard deviation of respondents on the training and development practices in automobile industries in Minna metropolis.**

S/N	Training and Development	$\bar{X}_1$ n <sub>1</sub> =15	$\bar{X}_2$ n <sub>2</sub> =185	$\bar{X}_T$ N=200	SD	Decision
1	Training need discussed with employees?	3.50	3.25	3.37	0.97	Needed
2	Their training strategy and coherent training programme?	3.30	3.40	3.35	1.06	Needed
3	Training incorporate the interests of the organisation as well as the individual?	3.40	3.26	3.33	1.07	Needed

4	Training needs identified are realistic, useful and based on the business strategy of the organisation?	3.80	3.25	3.52	0.63	Needed
5	Every employee goes through various training programmes every year?	3.30	3.25	3.27	1.06	Needed
6	There is a budget dedicated to training and development every year?	3.90	3.28	3.59	0.32	Needed
7	Do you understand the long-run competitive strategy of this automobile organization?	3.80	3.22	3.51	0.42	Needed
8	Every employee goes through induction training?	3.60	3.23	3.42	0.70	Needed
9	The organization considers training as a part of organizational strategy?	3.90	2.80	3.51	0.82	Needed
10	Training help to improve employee – employer relationship?	2.30	2.94	2.55	1.05	Needed
11	Training increase motivation level of employees?	3.00	2.35	2.97	0.48	Needed
12	Employees send for training help increase work efficiency?	2.30	3.06	2.83	0.52	Needed

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**Key:  $\bar{X}_1$  = Mean response of Automobile Staffs,  $\bar{X}_2$  = Mean response of Automobile workers,  $n_1$  = No of Automobile Staff,  $n_2$  = No of Automobile workers,  $\bar{X}_T$  = Average mean response, SD= Standard Deviation**

Table 4.3 shows the responses of respondents on the training and development practices in automobile industries in Minna metropolis. The result revealed that all the items agreed with the mean range from 2.58-3.59 on the training and development practices in automobile industries in Minna metropolis based on the decision. The result also revealed that the standard deviations (SD) of all items are within the ranges from 0.12 to 1.26, each of these values was less than 1.96 which indicated that respondents were not too far from the mean and from one another in their responses on the training and development practices in automobile industries in Minna metropolis. This indicated most of the

respondents agreed on the training and development practices in automobile industries in Minna metropolis.

## 4.2 TESTING OF HYPOTHESES

### 4.2.1 Hypothesis one

There is no significant difference in the mean responses of workers in automobile industries and management staff in automobile industries on recruitment and selection practices based on human resource management which effects productivity in automobile industries'

**Table 4.4: t-test analysis on the recruitment and selection practices based on human resource management which effects productivity in automobile industries**

Variables	N	Mean	SD	Df	T	p-value
Automobile Staffs	15	3.32	0.46	198	1.37	0.175
Automobile workers	185	3.13	0.39			

Table 4.5 shows the comparison of t-test of the mean rating of the responses of the respondents on recruitment and selection practices based on human resource management which effects productivity in automobile industries. The results revealed that the mean and standard deviation of Automobile staff are 3.32 and 0.46 while the mean and standard deviation of automobile workers are 3.13 and 0.39 respectively. Since the p-value (0.175) is greater than 0.05, the result revealed that there was no significant difference in the mean responses of workers in automobile industries and management staff in automobile industries on recruitment and selection practices based on human resource management which effects productivity in automobile industries. Therefore, the null hypothesis was accepted.

### 4.2.2 Hypothesis two

There is no significant difference in the mean responses of workers in automobile industries and management staff on the compensation and reward practices of automobile industries.

**Table 4.5: t-test analysis on the compensation and reward practices of automobile industries**

Variables	N	Mean	SD	Df	t	p-value
Automobile Staffs	15	3.37	0.44	198	0.96	0.34
Automobile workers	185	3.23	0.41			

Table 4.5 shows the comparison of t-test of the mean rating of the responses of the respondents on the compensation and reward practices of automobile industries. The results revealed that the mean and standard deviation of Automobile Staffs are 3.37 and 0.44 while the mean and standard deviation of Automobile workers are 3.23 and 0.41 respectively. Since the p-value (0.34) is greater than 0.05, the result revealed that there was no significant difference in the mean responses of workers in automobile industries and management staff on the compensation and reward practices of automobile industries. Therefore, the null hypothesis was accepted.

#### 4.2.3 Hypothesis three

There is no significant difference in the mean responses of workers in automobile industries and management staff on training and development practices contributing to the productivity of automobile industries.

**Table 4.6: t-test analysis on the training and development practices contributing to the productivity of automobile industries.**

Variables	N	Mean	SD	Df	T	p-value
Automobile Staffs	15	2.70	0.27	198	0.78	0.69

Automobile workers	185	2.96	0.42
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Table 4.6 shows the comparison of t-test of the mean rating of the responses of the respondents on training and development practices contributing to the productivity of automobile industries. The results revealed that the mean and standard deviation of Automobile Staffs are 2.70 and 0.27 while the mean and standard deviation of Automobile workers are 2.96 and 0.42 respectively. Since the p-value (0.69) is greater than 0.05, the result revealed that there was no significant difference in the mean responses of workers in automobile industries and management staff on training and development practices contributing to the productivity of automobile industries. Therefore, the null hypothesis was accepted.

### 4.3 Summary of Major Findings

The following findings emerged from the study based on the analyzed data:

1. All the respondents agreed on the recruitment and selection practices in automobile industries in Minna metropolis.
2. Most of the respondents agreed on the compensation and reward practices in automobile industries in Minna metropolis.
3. Respondents agreed on the training and development practices in automobile industries in Minna metropolis.
4. There was no significant difference in the mean responses of workers in automobile industries and management staff in automobile industries on recruitment and selection practices based on human resource management which effects productivity in automobile industries'
5. There was no significant difference in the mean responses of workers in automobile industries and management staff on the compensation and reward practices of automobile industries.
6. There was no significant difference in the mean responses of workers in automobile industries and management staff on training and development practices contributing to the productivity of automobile industries.

### 4.4 Discussion of Results

The findings on the recruitment and selection practices in automobile industries in Minna metropolis revealed that most of the respondents agreed with all the items. The findings of the result corroborate with Meagher (2015) who reported that recruitment process of any organization mainly controls by the human management department of the organization. In general, the process of recruitment is dependent on the merit and talent of the applicant. In this process, the CVs are sorted according to requirements of the vacant position. Furthermore Wimbush (2021) reported that after the face to face interview is controlled and structured by the human resources department. After, the rounds of interview, the selected candidate have to pass a written round. In the written phase of the test, the general ability and knowledge about the specific job are checked.

The findings on the compensation and reward practices in automobile industries in Minna metropolis revealed that most of the respondents agreed on the compensation and reward practice. The findings support the statement of Hanan (2017), who opined that compensation and benefits processes are among the most vital human resource processes that are crucial for the modern Human Resource Management system and organizations. Hanan (2017) also stated that some of the best practices related to this system are, determining salary levels and other benefits that meets the local law requirements, and also seeking legal advice regarding this, if required, documenting all system of salary determination and increment, total confidentiality about each individual employees regarding their salaries, documented systems also reduces the legal risks to the firm, consistency in offering compensations and benefits and maintaining confidentiality about health related information.

The findings on the training and development practices in automobile industries in Minna metropolis shows that most of the respondents agreed on the training and development practices. According to Werner (2014) performance management is a process or system for improving the performance of an organization by developing the performance of individuals as well as teams. Performance management



or appraisal is effective for various important purposes. It reviews the performance of employees, so that to learn from experience, it assists the employees in analyzing their strengths and understanding the need and area of development. The findings of the study is in line with Al-Frijawy and Tonoju (2019) training Plan, from a general point of view, should be conceived as a valuable tool that positively impacts the company and the personnel that receives it. Thus, 72% of the participants in “The 2005/2006 International Assignment Survey”, among more than 200 multinational firms around the world and for a variety of industries, the organizations surveyed affirm that they provide training in the language of the country of destination.

## **CHAPTER FIVE**

### **5.0 CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Conclusion**

The study investigates the impact of human resource management practices on operational performance of motor vehicle mechanic in automobile industries. Three objectives were formulated for the study and three research questions were raised to guide the study. The study found that the respondent agreed on the recruitment and selection practices in automobile industries in Minna. It was also revealed that the respondents agreed on the compensation and reward practices in automobile industries in Minna metropolis. The study also concluded that Human Resource Management in the automobile industries is concerned about not only the organization but also about the well-being of the human capital involved, so it gives consideration not only towards recruitment and selection but also towards the motivation factors, development and maintenance of human resources in the industry.

## **5.2 Recommendations**

The following recommendations were made based on the findings of the study.

1. The HR in the automobile companies should help the Management to select the right person, for the right job, at the right time and at right position in a changeable surrounding.
2. There should be compensation and better reward for motivation of staff and workers so as to increase the performance and productivity.
3. The HR should advise the automobile companies on more training and development of their workers and top management staff.

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**APPENDIX I**

**FEDERAL UNIVERSITY OF TECHNOLOGY, MINNA  
DEPARTMENT OF INDUSTRIAL AND TECHNOLOGY EDUCATION**

AUTO TECHNOLOGY

BUILDING TECHNOLOGY

ELECT/ELECT TECHNOLOGY

METAL TECHNOLOGY

WOOD TECHNOLOGY

Date:.....

Your Ref:.....

Our Ref:.....

.....

.....

.....

.....

**LETTER OF INTRODUCTION FOR CANDIDATE CONDUCTING RESEARCH WORK**

..... with Matric No.....is an undergraduate student of the department of industrial and technology education of the Federal University of Technology, Minna.

He/she is currently undertaking a research work title:

.....

.....

..

It would be highly appreciated if you could supply him/her with the information he/she may require from you. All information supplied will be solely for this research work and will be treated as confidential.

'Thank you so much for your Cooperation.

Dr. A.M Hassan

*Project Coordinator*

**APPENDIX II**

**QUESTIONNAIRE**

**FEDERAL UNIVERSITY OF TECHNOLOGY MINNA, NIGER STATE**

**SCHOOL OF SCIENCE AND TECHNOLOGY EDUCATION**

**DEPARTMENT OF INDUSTRIAL AND TECHNOLOGY EDUCATION**

**A QUESTIONNAIRE FOR THE IMPACT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON OPERATIONAL PERFORMANCE OF MOTOR VEHICLE MECHANIC IN AUTOMOBILE INDUSTRIES**

INTRODUCTION: Please kindly complete this questionnaire by ticking the column that best present your perception about the topic. The questionnaire is for research purpose and your view will be confidentially and strictly treated in response to the purpose of the research work.

**SECTION A**

**Recruitment and Selection practices**

**What are the recruitment and selection practices in automobile industries in Minna metropolis?**

<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
Strongly Agree (SA)	Agree (A)	Disagree (D)	Strongly Disagree (SD)

Using the scale above (1 - 4) please tick (v) the level of agreement in each of the items below with regards to the HRM practices in your Automobile Industry	SA	A	D	SD
	4	3	2	1
<b>Recruitment and Selection</b>				

1. Appointments in this organisation is based on merit?				
2. Applicants are fully informed about the qualifications required to perform the job before being hired?				
3. Advertisements are used by the Automobile Industry to recruit?				
4. There is formal induction, orientation and familiarization process designed to help new recruits understand the organisation?				
5. In this organisation, line managers and HR managers participate in the selection process?				
6. Selection system selects those having the desired knowledge, skills and attitudes?				
7. Vacancies are filled from qualified employees internally?				
8. Selection practices is quite rigid in terms of eligibility criteria				
9. Are you satisfied with the recruitment process by which you selected				
10. Are this automobile organisations, goals, objectives and strategies communicated to you?				
11. Do you know how this automobile organisation is planning to be competitive?				
12. Practical knowledge is one of recruiting criteria's?				

**SECTION B**

**Compensation and Rewards practices**

**What are the compensation and reward practices in automobile industries in Minna metropolis?**

<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
Strongly Agree (SA)	Agree (A)	Disagree (D)	Strongly Disagree (SD)

Using the scale above (1 - 4) please tick (v) the level of agreement in each of the items below with regards to the HRM practices in your Automobile Industry	SA	A	D	SD
	4	3	2	1
<b>Compensation and Rewards</b>				
13. Does paying for performance improves performance?				
14. Employees are rewarded based on performance?				



15. Compensation packages encourages employees to achieve organisation's objectives?				
16. Employees are recognised and rewarded appropriately in this organisation?				
17. Profit sharing/bonuses are used as a mechanism to reward higher performance?				
18. Job performance is an important factor in determining the incentive compensation of employee?				
19. Are you ever told whether you are doing a good job?				
20. Promotion in this organisation is based on merit?				
21. Interest free loans are provided for personal expenses?				
22. Safety structure?				
23. Does provision for group insurance scheme improves performance?				
24. Fringe benefit provided by the company are good?				
25. Compensation paid for workers during layoffs or during any accidents occurring within the company are satisfactory?				

### SECTION C

#### Training and Development practices

What are the training and development practices in automobile industries in Minna metropolis?

<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
Strongly Agree (SA)	Agree (A)	Disagree (D)	Strongly Disagree (SD)

	SA	A	D	SD
--	----	---	---	----

Using the scale above (1 - 4) please tick (v) the level of agreement in each of the items below with regards to the HRM practices in your Automobile Industry	4	3	2	1
<b>Training and Development</b>				
26. Training need discussed with employees?				
27. There training strategy and coherent training programme?				
28. Training incorporate the interests of the organisation as well as the individual?				
29. Training needs identified are realistic, useful and based on the business strategy of the organisation?				
30. Every employee goes through various training programmes every year?				
31. There is a budget dedicated to training and development every year?				
32. Do you understand the long-run competitive strategy of this automobile organization?				
33. Every employee goes through induction training?				
34. The organization considers training as a part of organizational strategy?				
35. Training help to improve employee – employer relationship?				
36. Training increase motivation level of employees?				
37. Employees send for training help increase work efficiency?				

