

The Effect of Human Resources Management to an Organizational Control Process

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ABSTRACT:-This study focused on the concept of human resources management to an organizational control process. The major objective of the study is to evaluate the concept of human resources management to an organizational control process in the Enugu state ministry of gender affairs. The researcher used questionnaires to collect the pertinent data from the staffs of the ministry. Analysis of data was performed which involved converting responses into frequencies and percentages. Hypotheses were also tested using the chi-square and research questions answered. The study found that there is no human resources department in the ministry; the ministry's workforce is not properly motivated and the level of organizational control system in the ministry is relatively poor.

Keywords: - human resource management, control, manager, employees, planning, organization.

INTRODUCTION

Human Resources Management (HRM) is a new way of thinking about how people should be managed as employees in a work place. Advocates of HRM have been presented as having a role to play in both the private and public sectors. In the private sector, if the employer fails to manage the human resource well enough to compete successfully in the market-place, then ultimately the business will fall. The company may become rapidly bankrupt where competition is strong or may slowly decline where competition is weak. The public sector likewise, has an interest in effective management of employees and standard's and quality of public-sector services are highly dependent on employees motivations skills and service orientation. HRM, therefore is about effective management of the employment relationship and applies to management activity in all organizational settings, even unpaid and voluntary work (Cornel, 2001). Organizations are managed by people and through people. Without people, organizations can never exist. Indeed, people who make up the human resources of a company are unique and they can make or break an organization, depending on their level of

commitment, contribution and cooperation (CIPD, 2011).

Human resources are the only assets that "appreciate" over a period while physical resources just depreciate with years. Human resources alone can produce an output larger than the input. This is possible due to the creative skills of humans. "Creative thinking is the process of predicting, envisioning and then inventing an idea, concept or insight along innovative and alternative lines. People in the organization are the only basis for such creativity and there is no obvious limit to their imagination. Organizations require human resources of different types to operate all physical resources. This, they provide utility value to each one of the physical assets. In fact the real worth of a physical asset depends on the quality and calibre of the people working with it. In incompetent workforce will spoil the physical resources available to it. There is a growing realization that the flexibility of an organization depends more on people than any technical factors. Modern equipment may ensure quality and cost-competitiveness but the operational flexibility, which is core to product modification and innovation, is provided only by the employees. This is so since humans alone could grasp the

situation adequately and respond suitably. The effective utilization of human resources is a complex task. It requires greater foresight and strategic consideration on the part of the management. For instance, attracting the most qualified employees, matching them to the jobs for which they are best suited and retaining them within the organization are significant for the success of an organization. But this calls for closer coordination and better understanding between the employees' and employers. However, many enterprises are too large to permit close contact between the top management and the employees (DeGraff, 2010).

Human resources management otherwise known as personnel management is the planning, organizing, directing and controlling of the procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual, organizational and social objectives are accomplished (Merkel, 1980).

Furthermore, HRM is that part of management concerned with people at work and their relationships with an enterprise. Its aim is to bring together and develop into an effective organization the men and women who make up an enterprise and having regard for the well-being of the individual and of working groups to enable them to make their best contribution to its success. Moreso, HRM is concerned with the people dimension in management. Since every organization is made up of people, acquiring their services, developing their skills, motivating them to higher levels of performance and ensuring that they continue to maintain their commitment to the organization are essential to achieving organizational objectives (Cornell, 2001).

Though different authors have defined HRM differently they all emphasized the effective utilization of the workforce for accomplishing the organizational and individual goals and objective. In other words HRM is a coherent and strategic approach to the management of an organization's most valued assets the people working there who individually and collectively contribute to the

achievement of organizational goals. The importance of human resource management has increased these days because management can achieve the organizational objectives only with the co-operation of the people working in the organization. Without the efficient use of human resources, management can never accomplish organizational objectives. Therefore, creating and maintaining a motivated workforce is the central responsibility of management everywhere. To sum up, we can say that HRM is concerned with policies and practices that ensure the best use of human resources for fulfilling the organizational and individual goals.

Objectives of HRM

The primary objective of HRM is to take care of the work life of the employees from the time they join the organization to the time they leave it, while ensuring their best possible cooperation in achieving the organizational goals and objectives (Cornel, 2001; Merkel, 1980; Sayles, 1964). This broad objective of HRM can be classified into the following:

- a. To act as a liaison between the top management and the employees.
- b. To arrange and maintain adequate manpower inventory which in turn ensures the smooth working of the organization.
- c. To offer training as a way of developing skills, enhancing productivity and most importantly, increasing individual and organizational performance to achieve the desired results.
- d. To devise employee benefit schemes for improving employee motivation and group morale and enhancing employee-employee cooperation
- e. To ensure and enhance the quality of work life, which refers to the employees' perception of their physical and psychological well-being at work.
- f. To help keep up ethical values and behaviour amongst employees both within and outside the organization.

Processes in HRM

Each organization works towards the realization of one vision. The same is achieved by formulation of certain strategies and execution of the same, which is done by the HR department. At the base of this strategy formulation lie various processes and effectiveness of the former lies in the meticulous design of these processes. The following are the various HR processes

- (a) Human resource planning (Recruitment, selecting, hiring, training, induction, orientation, evaluation, promotion and layoff).
- (b) Employee remuneration and benefits administration
- (c) Performance management
- (d) Employee relations

Functions of HRM

HRM and its importance started to be considered as an integral function of the organization and as a specialized field of study with the realization of the fact in the achievement of the overall organizational goals and objectives. HRM aligns the employee's skills with the present and future needs of the organization and utilizes it towards the achievement of the desired goals. It analyses the workforce profile, skills, abilities, qualifications, potential, capabilities etc. and assign them various responsibilities as per the requirement of the job and the workers profile. Moreover it also facilitates acquiring, training and retaining the talent. HRM does not only takes care of the present organizational objectives but it also examines and determines the future organizational needs for developing strategies as per the future requirements. Moreover, after identifying the fact that employee turnover is directly proportional to the employee dissatisfaction, taking care of the needs of the employees also became one of the major considerations of HRM. Unsurprisingly, now days, HRM is looked up as a prominent department and shares its existence with the top management

functions and figures of the organization (O'Brien, 2009; SHRM, 2011).

Many top managers do not understand that a company needs effective HRM; therefore, they think everyone can be a HR manager. Many companies end up having secretary or personal assistant of some managers promoted to be the HR manager. Or often someone who is incapable in his or her position is moved to be HR manager – this person is actually being moved from an average job to the most difficult job. In consequence from the above, the HR manager himself/herself becomes a key factor to the problem. Because, HR manager position needs certain or much expertise. He or she cannot only be able to type documents, talk well, coordinates activities or is of friendly or helpful etc. An effective HR requires so much more well-rounded knowledge, skill and abilities to respond and tackle people problem. The person whom the top manager promotes to become HR managers is mostly too young both in terms of life experience and age. Surely they are many young people who are well respected in many careers but very few to be in HRM field. Many top managers prefer a young and obedient HR manager because he or she is easy to control. If the top manager controls the whole workforce's well-being together with the HR's spending of the company. The above does not mean that an in-experienced HR managers cannot be an effective HR managers, time will tell. In contrary, often some very long extensive experienced person in HR field can be found as an effective HR manager. All in all, HR manager must be a very well rounded person to see things to educate, to guide, to judge, to evaluate, to lend, to prevent problem, to solve challenges, to correct the situation, to drive changes, to recommend solution, to finally bring people, to achieve company goals on both micro and macro issues.

The Future Role of HRM

HRM has been expanding in its area of activities ever since the days when management began to include welfare and personnel departments in the organizational structure. Today, the responsibilities

of the HR department have grown to be broader and increasingly pragmatic. Moreover, the advent of economic reforms in the form of globalization, liberalization and privatization in our country has changed the very profile of organizations. Today, HR managers have to think beyond traditional activities like personnel planning, welfare measures and industrial relations. The HR managers of tomorrow need to be familiar with the operational aspects of the organizations such as strategic, planning, competitive pressures, return on investment and cost of production, to name a few, besides their own field. In other words, they must be prepared to function from the higher levels of the management in close coordination with the top management in designing and implementing the HR plans and strategies. Let's now discuss the future roles and challenges HRM (Ulrich, 2001).

i. Change in the Nature of Work: -

Technological developments are changing the very nature of work due to technological advancements; even traditional jobs have become technological challenging. These changes require the employment of more educated and more skilled workers in these jobs. Further, the service sector which is fast emerging as the major provider of employment in our country requires the use of knowledge workers. For HR managers, these developments indicate an increasing importance of human capital and knowledge workers. These new breeds of better-informed employees will expect unconventional and world-class HR practices and systems. HR managers must have plans and strategies to meet the changing expectations of these new generation employees.

Similarly, due to rapid social transformation, on enhanced access to education and increased labor mobility, the workforce profile of the country has changed dramatically and organizations now represent several heterogeneous groups. For instance, the proportion of women, religious minorities, physically challenged and socially backward people in the workforce has increased dramatically. This is a direct challenge for the HR

managers as they now have to deal with culturally and racially diverse work groups. Many firms are now compelled to initiate new gender-specific and target-based HR policies to serve the interests of different sections of the employees.

ii. Widening Scope of HR Activities:

HR activities are getting integrated at the global level. Globalization and deregulations have deeply affected the functioning of traditional HRM. Organizations, in their pursuit of new markets and greater cost-effectiveness, extend their sales, production facilities and supporting services to new destinations in several counties around the world. HR managers must have adequate dynamism and action plans to help these organizations successfully integrated their global HR operations. They must also ensure effective coordination amongst and control over the labour forces working in different countries.

iii. Greater Emphasis on Human Resource information System (HRIS)

The organization the future will be large due to world-wide mergers and acquisitions. The sheer size of an organization may compel the HR department to computerize its HR operations like recruitment, training, appraising and pay-roll preparations. Thus, large companies may require an integrated HRIS for effectively coordinating their different HR operations. HRIS actually means "interrelated components working together to collect, process, store and disseminated information to support decision making, coordination, control, analysis and visualization of an Organizations' HRM activities. HR managers should be familiar with HRIS. HRIS can relieve HR managers from routine activities as the system takes over the task of updating the employee information. It can also help the HR department produce a variety of reports in a short span.

ORGANIZATIONAL CONTROL

Simply put, organizational control is the process of assigning, evaluating and regulating resources on an ongoing basis to accomplish and organizations'

goals. To successfully control an organization, managers need to not only know what the performance standards are, but also figure out how to share that information with employees. CONTROL can be defined narrowly as the “process” a manager takes to assure that actual performance conforms to the organization’s plan, or more broadly as anything that regulates the process or activity of an organization. Simply put, organizational control is the process of assigning evaluating and regulating resources on an ongoing basis to accomplish an organization’s goals. To successfully control an organization, managers need to not only know what the performance standards are, but also figure out how to share that information with employees (Ulrich, 2001; Strauss & Corbin, 1998).

The control process involves carefully collecting information about a system, process, person or group of people in order to make necessary decisions about each. Managers set up control systems that consist of four key steps.

1. Establish standards to measure performance:

Within an organization’s overall strategic plan, managers define goals for organizational departments in specific, operational terms that include standards of performance to compare with organizational activities.

2. Measure actual performances: -

Most organizations prepare formal reports of performance measurements that manager’s review regularly. These measurements should be related to the standards set in the first step of the control process. For example, if sales growth is a target, the organization should have a means of gathering and reporting sales data.

3. Compare performance with the standards: -

This step compares actual activities to performance standards. When managers read computer reports or walk through their plants, they identify whether actual performance meets, exceeds, or falls short of standards. Typically, performance reports simplify

such comparison by placing the performance standards for the reporting period alongside the actual performance for the same period and by computing the variance i.e. the differences between each actual amount and the associate standards.

4. Take corrective actions: -

When performance deviates from standards, managers must determine what changes, if any, are necessary and how to apply them. In the productivity and quality centered environment, workers and managers are often empowered to evaluate their own work. After the evaluator determines the cause of deviation, he or she can take the forth-step-corrective action. The most effective course may be prescribed by policies or may be best left up to employees” judgment and initiative. These steps must be repeated periodically until the organizational goal is achieved.

HRM AND ORGANIZATIONAL CONTROL PROCESSES

HRM functions otherwise known as processes are carried out by the HR managers to fulfill the goals and objectives of the organization. They perform two sets of processes, namely managerial processes and operative processes. The managerial processes are the basic processes performed by the HR managers, irrespective of their departments. The operative processes on the other hand are specialized activities performed exclusively by the HR managers, usually for all the departments.

Managerial Processes

These involve processes (functions) like planning, organizing, staffing directing and controlling constitute the core managerial processes of an organization (Cornel, 2001; Merkel, 1980; DeGraff, 2010). The specific activities performed under each of these processes are explained as follows:

Planning: It is an effective tool to deal with the future. It involves the process of predetermining the personnel programmes that are necessary to attain the organizational goals. In this context, accurate forecasting is vital to the success of any plan.

Planning is such a crucial process for an organization that it is the key to all other managerial functions.

Organizing: Once the plans are formulated, the next step is to organize the men and material in order to accomplish those plans. Organizing is a process through which the firms establishes its structure and determines the authority, responsibility and accountability of each member in relation to the job. Thus organizing involves giving each member a specific task; establishing departments and divisions; delegating authority to the members; establishing channels of authority and communication; creating a system to coordinate the works of the members.

Staffing: This process deals with the creation and maintenance of human resources through employment, compensation, benefits, training and development, and industrial relations measures. It aims to put in place HR policies in order to deal with wage fixation, working conditions, and promotional opportunities for prospective employees.

The steps involved are as follows:

- Determining the type of people to be hired
- Recruiting prospective employees and selecting the best ones from them
- Compensating the employees.
- Training and developing the employees
- Setting performance standards and evaluation, the employees performance.
- Counseling the employees.

Directing: Directing is the sum of several activities like communication, leadership and motivation. Directing as a process aims at securing willing cooperation from the individuals and the groups to achieve the predetermined goals. It includes the following activities: Getting work done through subordinates; ensuring effective two way communication for the exchange of information with the subordinates; motivating subordinates to strive for better performance; maintaining the group morale.

Controlling: This is process of checking the efficiency of the individuals and the groups in fulfilling the plans and goals through follow up measures. It is essential for continuous improvement in the managerial activities. The processes involved in controlling are:

establishment of standard performance; measurement of natural performance; comparison of actual performance with the standard are to find the deviation; initiation of corrective actions, if there are any deviations

Operative Processes

In most organizations, the HR department establishes personal policies and coordinates the HR functions of all the Departments. This process is also called the operative process or HRM process. It includes amongst others, the processes of hiring, training, compensating appraising and retaining employees, and attending to their labour relations, health and safety, and equally concern (Schein, 1969; David, 2007).

Development: development here refers to both employees training and management development. HR managers are responsible for conducting and supervising training and development programmes, for employees. The purpose of training and development programme is to increase the employees competencies in their job by improving their knowledge skills and abilities. Training and development is widely accepted as a method for enhancing the employee skills, increasing the individual and organizational performance and achieving the business growth and success.

Compensation: This refers to the determination of the pay scale and other benefits for the employees. Establishing and maintaining the pay system of an organization is one of the principal jobs of the HR managers. They must devise ways to ensure fair and equitable pay rates.

Maintenance: This process aim at retaining efficient and experienced employees in the organization. This calls for creative HR practices. In this regard, HR managers are responsible for

offering a wide range of HR programmes covering occupational safety, health, promotion and physical fitness, canteen facilities, recreation activities, transportation, programmes, career counselling and growth for creating a positive work environment.

Integration: This consist of industrial relations and aims at ensuring good relations between the management and the employees. HR managers have to implement industrial relations programmes. That would ensure the ethical and fair treatment in disciplinary action, grievance redressed and career management processes.

It is to be noted here that the processes of HRM can vary widely from one organization to another, depending upon its nature, size and objectives.

This study attempts to answer the following research questions:-

1. How can we attain an effective and efficient utilization of the concept of human resources management to an organizational control process in the achievement?
2. How can the ministry make known of its existence, objectives and activities to the general public?
3. What control processes are involved in the creation and utilization of an able and motivated workforce to accomplish the basic ministry's objectives?
4. How can we establish and maintain sound and effective control system in the ministry?

HYPOTHESES

1. It is not significant to attain an effective and efficient utilization of the concept of human resources in the achievement of its control process.
2. The general public are not aware of the ministries existence, objectives and activities.
3. It is not important to create and utilize an able and motivated workforce for the accomplishment of the basic ministry's objectives.

4. It is not significant to establish and maintain sound and effective organizational control system in the ministry.

RESEARCH METHOD

Research Design and Data Collection

Research design is the frame work which specifies the type of information to be collected, the sources of data and the collection procedure. It is the basic plan for data collection and analysis of the study. The data for this study were generated from both primary and secondary sources.

Primary source: data were collected through the administration of questionnaire and observation which are the instrument of the survey method of research.

Secondary source: data were collected from several sources which include text books, journals, internet and newspapers.

Population And Sample Size Determination

The target population of this study includes the senior and junior employees of Enugu State Ministry of Gender Affairs. According to the information obtained from the ministry, the sum total of their population is **415**. Based on this population, the researcher used a normal confidence level of **95%** and an error tolerance of **5%**.

Therefore to determine the sample size, Yamane's formula was use:

$$n = \frac{N}{1+N(e)^2}$$

Where:

n = Sample size

N = Population

e = Error of tolerance or Error limit

1 = Statistical constant.

Therefore:

n = Unknown

N = 415

e = 5% or 0.05

1= constant

→

$$n = \frac{415}{1+415(0.05)^2}$$

$$n = \frac{415}{1+415(0.0025)}$$

$$n = \frac{415}{1+1.0375}$$

$$n = \frac{415}{2.0375}$$

$$n = 203.6 \cong 204$$

This gives a sample size of **204**.

Research Instrument

The major research instrument used for this study is a structured questionnaire. The questionnaire was formulated considering the research questions and hypothesis that were raised in this study. The designed questionnaire has two sections, A and B. all the questions in section A were drawn and aimed at providing some general information from the respondents while the remaining questions in section B were meant directly to directly address the research questions.

3.1 Data Analysis Techniques

The data were presented in frequency tables.

Hypothesis was tested using Chi-square (χ^2).

The chi-square formula is calculated as follows:

$$\chi^2 = \frac{\sum (O-E)^2}{E}$$

Where:

χ^2 = Value of chi-square

\sum = Summation sign

O = Observed frequency

E = Expected frequency

The calculated chi-square (χ^2) will be compared with the tabulated chi-square using the normal level of significance of 5% which leaves 95% confidence interval. The degree of freedom is given by (R – 1)

(C – 1) i.e the number of columns in the contingency table, the contingency shows the observed and expected frequencies (Strauss & Corbin, 1998).

The difference between the calculated values of the chi-square will form the basis for accepting or rejecting the hypothesis.

PRESENTATION AND ANALYSIS OF DATA

This focuses on the presentation and analysis of data relating to the objectives of the study, research questions and hypothesis. The researchers collected data from the senior and junior employees of Enugu State Ministry of Gender Affairs with the use of questionnaires. The respondent’s answers, opinions and evaluations on the Ministry’s operations are presented and analyzed in the tables below.

Table 4.1 **Questionnaire Distribution and Returns**

Respondents	Questionnaire allocation	Questionnaire returned	Percentage of return
Federal Ministry of Gender Affairs	204	196	96.1

Source: Field survey 2014

Table 4.1 above shows the questionnaire distribution, allocation and returned percentage. This shows that the staffs of the Ministry received a total of 204 questionnaires and returned 196 (96%) of the total returns.

Table 4.1.1: Sex Distribution Respondents

Sex	Frequency	Percentage
Male	89	45.4
Female	107	54.6
Total	196	100

Source: Field survey 2014

The above table shows that out of the 196 respondents received, 89 representing 45.4% were Males while 107 representing 54.5% were Female. It is assumed that there are greater numbers of Female than the males in the Ministry.

Table 4.1.2: Age Distribution

Sex	Frequency	percentage
20 – 30	43	21.9
30 – 40	1/1 96	49
40 and above	1/5 57	29.1
Total	196	100

Source: Field Survey 2014

The above table show that 43 respondents (21.9%) were age between 20 – 30, 96 respondents Scored (49%) were age between 30 – 40, while 40 and above, of 57 respondents scores (29.1).

Table 4.1.3 Qualification of entry

Education Qualification	Frequency	Percentage %
F.S.L.C	17	8.7
WASCE/GCE	42	21.4
NCE/M.Sc/PHD	22	11.2
Total	196	100

Source: Field survey 2014

The above table shows that 17 respondents are FSLC holders, 42 respondents (21.4%) were WASCE/GCE holders, 115 respondents (59.4%) were NCE/HND/B.Sc. holders and 8 respondents (58%) were MBA/M.Sc./PHD holders. The table shows that more NCE/HND/B.Sc. holders were employed.

Table 4.1.4: Marital Status of Respondents

Marital Status	Frequency	Percentage (%)
Single	47	24
Married	75	38.3
Divorced	32	16.3
Widowed	42	21.4
Total	196	100

Source: Field Survey 2014

47 respondents (24%) were single, 75 respondents (38.3%) were married and 42 respondents (21.4%) were widowed. This table shows that most of the respondents are married and 32 respondents (16.3%) are divorced.

Table 4.1.5: Length of Service

Marital Status	Frequency	Percentage (%)
0 – 10 years	127	64.8
10 – 20 years	42	21.4
20 – 30 years	27	13.8
30 and above	-	-
Total	196	100

Source: Field Survey 2014

RESULTS

Hypothesis I

Ho: It is not significant to attain an effective and efficient utilisation of the concept of HR in the achievement of its control process

To test the above hypothesis, the researcher used question one (1) of the questionnaire which seek to address the objective (1) of the study as presented below

Table 4.2.1 Efficient Utilisation of the HR concept will enable the ministry achieve control process

Response	Frequency	Percentage (%)
Yes	142	72.4
No	54	27.6
Total	196	100

Source: Field Survey 2014

From the above table, 142 respondents (72.4) agreed that the efficient utilisation of the HR concept will enable the ministry achieve its control process while 54 respondents representing 27.6% disagreed on the matter.

Alternative Responses	OF	EF
Yes	142	98
No	54	98
Total	196	100

Where OF = Observed frequency

EF = Expected frequency

To get the expected frequency, we divided the total frequency by the number of options or alternative responses

Thus, we have

$$EF = \frac{196}{2} = 98$$

The formula used in the above is chi – square formula

$$\Rightarrow x^2 = \frac{\sum(O - E)^2}{E}$$

\(\Rightarrow\) The level of significance is 5% i.e. 0.05

\(\Rightarrow\) The degrees of freedom is given by $(C - 1)(R - 1)$

Where C = number of columns,

R = number of rows

Thus $(2 - 1)(2 - 1) = 1$

\(\Rightarrow\) The critical value is given as $x^2 = 3.841$

\(\therefore\) The computation of the hypothesis, Ho goes thus

$$\begin{aligned} x^2 &= \frac{\sum(O - E)^2}{E} \\ &= \frac{(142 - 98)^2}{98} + \frac{(54 - 98)^2}{98} \\ &= 19.8 + 19.8 = 39.6 \end{aligned}$$

\(\therefore\) The calculated value is 39.6

Decision

Since the calculated value of x^2 is greater than the critical or table value, we reject the null hypothesis and accept the alternative hypothesis.

We therefore conclude that it is significant to attain an effective and efficient utilisation of the concept of HR in the achievement of its control process.

Hypothesis 2

Ho: The general public are not aware of the ministry’s existence, objectives and activities

To test the above hypothesis, the researcher used question three (3) of the questionnaire which seeks to address the objective (ii) of the study as presented below:

Table 4.2.3: The general public are aware of the Ministry’s existence, activities and objectives.

Response	Frequency	Percentage (%)
Agree	97	49.5
Disagree	49	25
Undecided	50	25.5
Total	196	100

Source: Field Survey 2014

The above table reveals that 97 respondents (49.5%) agreed that the general public are aware of the ministry’s existence, activities and objectives, 49 respondents (25%) disagreed while 50 respondents (25.5%) were undecided about the question.

Response	OF	EF	OF - EF	$(O - E)^2$	$\frac{(O - E)^2}{EF}$
Agree	97	65.3	31.7	1004.89	15.389
Disagree	49	65.3	- 16.3	265.69	4.0688
Undecided	50	65.3	- 15.3	234.09	3.5848
Total	196				Σ 23.0426

$$\text{Expected Frequency} = \frac{196}{3} = 65.3$$

$$\text{Observed Frequency} = 23.0426$$

$$\text{Level of Significance} = 5\% (0.05)$$

$$\begin{aligned} \text{Degree of Freedom} &= (R - 1)(C - 1) \\ &= (3 - 1)(3 - 1) \\ &= (2)(2) = 4 \end{aligned}$$

The Degree of freedom is compared with the level of significance in order to ascertain the critical value

$$\therefore \text{Critical value is given as } \chi^2 = 9.488$$

Decision

Since the calculated value is greater than the critical value, $23.0426 > 9.488$; we reject the Null hypothesis (H_0) and accept the alternative hypothesis (H_1). We therefore conclude that general public are aware of the ministry’s existence, activities and objectives.

Hypothesis 3

H_0 : it is not important to create and utilize an able and motivated workforce to accomplish the ministry’s objectives.

To test the above hypothesis, the researcher used question 5 (five) of the questionnaire which seeks to address the objective (iii) of the study as presented below.

Table 4.2.3: A properly motivated workforce tends to put more effort in the accomplishment of the ministry’s objectives.

Response	Frequency	Percentage
Agree	112	57.1
Disagree	41	20.9
Undecided	43	21.9
Total	196	100

Source: filed survey 2014

The above table shows that 112 respondents (57.1%) agreed that a properly motivated workforce tends to put more effort in the accomplishment (21.9%) were undecided about the issue.

RESPONSES	O	E	O-E	$(O-E)^2$	$\frac{(O-E)^2}{E}$
Agree	112	65.3	46.7	2180.89	33.4
Disagree	41	65.3	-24.3	590.49	9.04
Undecided	43	65.3	-22.3	497.29	7.62
Total	196				50.06

$$\text{Expected frequency} = \frac{196}{3} = 65.3$$

Observed frequency = 50.06 (calculated value)

Level of significance = 5% (0.05)

$$\begin{aligned} \text{Degree of freedom} &= (R - 1) (C - 1) \\ &= (3 - 1) (3 - 1) \\ &= (2) (2) \\ &= 4 \end{aligned}$$

The degree of freedom is compared with the level of significance in order to ascertain the critical value = $\chi^2 = 9.488$

Decision: Since the calculated value is greater than the critical value $50.06 > 9.488$; we reject H_0 and accept H_1 .

We therefore conclude that it is important to create and utilize an able and motivated workforce to accomplish the basis ministry's objectives.

Hypothesis 4

H_0 : it is not significant to establish and maintain sound and effective organizational control system.

To test the above hypothesis, the researcher used question eight (8) of the questionnaire which seek to address the objective (iv) of the study as presented below.

Table 4.2.4: It will do more good than harm for managers and the ministry in general when an effective control system is established and maintained.

Response	Frequency	Percentage
Yes	87	44.4
No	42	21.4
No idea	67	34.2
Total	196	100

Source: filed survey 2014

The above table shows that 87 respondents (44.4) believed that it will do more good than harm for managers and the ministry in general when an effective control system is established and maintained 42 respondents (21.4) said no to that while 67 respondents (34.2) had no idea about the issue.

RESPONSES	O	E	O-E	(O-E) ²	$\frac{(O-E)^2}{E}$
Yes	87	65.3	21.7	470.89	7.211
No	87	65.3	-21.7	542.89	8.314
No idea	42	65.3	1.7	2.89	0.443
Total	196				15.5692

$$\text{Expected frequency} = \frac{196}{3} = 65.3$$

$$\text{Calculated value} = \frac{15.5693}{1} = 15.57$$

Level of significance = 5% (0.05)

$$\begin{aligned} \text{Degree of freedom} &= (R-1) (C-1) \\ &= (3-1) (3-1) = (2) (2) = 4 \end{aligned}$$

Critical value is given as $\chi^2 = 9.488$

Decision: Since the calculated value is greater than the critical value $15.57 > 9.488$; we reject the H_0 and accept H_1 .

We therefore conclude that it is significant to establish and maintain sound and effective control system in the ministry.

Implication of study

The ministry should establish a human resource department for easy dissemination of operations and for effective control of the staffs of the ministry. The ministry should also establish an effective human resources information system for easy dissemination of information around the ministry and also making information available for the general public. Since human resource management it a continuous process, human resources managers in the ministry should from time to time embark on training programmes in order to be aquatinted with

enhanced knowledge of creating a motivated free for the smooth running of the ministry. The human resource managers in the ministry are also advised to practice team work in the ministry. This is because, for the ministry to succeed, three must be team spirit between the human resource managers and the staff of the ministry. When this happens, staff are made to participate and contribute to the ministry's objectives and activities which invariably concern them, since it is through the success of the ministry that their own personal objectives are satisfied.

CONCLUSION

Human resources refer to the knowledge, education, skills, training and proficiency of the members of an organization. It is concerned with the policies and practices that ensure the best use of human resources to fulfill the organizational and individual goals.

The management of any organization must develop a control system tailored to its organization's goals and resources. Control are applied where failure cannot be tolerated or where costs cannot exceed a certain amount. The critical points include all the areas of an organization's operations that directly affect the success of these key operations. In conclusion, human resource management is the governance of an organization's employees. Organizations that invest in human resource management experience outstanding returns and efficiency in performance. Various research studies show that organizations practicing human resource management achieve better employee participation and relations, improved product and service quality and greater satisfaction are enjoyed by the general public. If properly facilitated, HRM is a worthwhile exercise and it is bound to become more popular in future. However, by using HRM techniques and control process and following them and implementing them thoroughly, organizations can achieve excellence in its services to the staffs and the public in general.

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