

TITLE

**The Challenges of Globalization on Human Resource
Management
(Case Study of FBN, NBC, CMD, ASCON, ITF, NIPSS)**

By

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PG/MBA/09/53730**

**In Partial Fulfilment of the Requirements for the
Award of the Master of Business Administration (MBA) in the
Department of Management
Faculty of Business Administration,
University of Nigeria, Enugu Campus.**

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February, 2011.

DECLARATION

I, **OKORO NGOZI IJEOMA**, a Post Graduate Student in the Department of Management with Registration Number PG/MBA/09/53730 states that the work embodied in this Project is original and has not been submitted in any other University.

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CERTIFICATION

We hereby certify that this project titled **The Challenges of Globalization on Human Resource Management (Case Study of FBN, NBC, CMD, ASCON, ITF, NIPSS)** by Okoro Ngozi Ijeoma, with Registration Number PG/MBA/09/53730 under our supervision, the project is adequate in scope and quality, in partial fulfilment of the requirements for the award of Masters in Business Administration (MBA) in Management, in the Faculty of Administration, University of Nigeria, Enugu Campus

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DEDICATION

This write up is dedicated to God Almighty

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ABSTRACT

The aim of this study is to identify the challenges facing human resource management in this age of globalization with a view to projecting the needs of human resource departments in every organization whether publicly or privately owned. Human resource management is an essential factor in the attainment of organizational objectives especially in any manufacturing and technological country or environment. In order to highlight the foregoing objective, the survey method of research was employed in the study. Both primary and secondary sources of data were utilized in gathering relevant information. The primary sources consist of the questionnaire and oral interview while the secondary sources were gathered from existing literature on the subject matter of the study.

Tabular presentation of data analysis was used whereby the effect and relationship of one data analysis was used whereby the effect and relationship of one data with another was being quantified by simple percentile presentation. The study has proved that the challenges of globalization on human resources management are; inadequate funding, non computerization of human resource department, rapid spread of shocks and disturbances due to civil unrest, multicultural behavior and draconian religious laws. Finally, the study made a case for the development of human resource departments and management beyond the existing level in the country and its learning in tertiary institutions. Pursuant to the recommendations, organizational operators should liaise with the government to ensure that the curriculum of various institutions is

developed to incorporate the increased importance of the human resource management and at the same time to see to the adequate funding of the program.

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND OF THE STUDY

The world is now a global village. The systematic integration of individual, autonomous nations into the global market has been on since the mid - 19th century to World War I, assuming unprecedented dimension in the 1980s.

The 21st century has brought about profound changes in the ways in which the world's citizens interact with each other. The emerging and accelerating trends of the global economy and information technology have been working to bring the globe together.

The world is experiencing ever stronger links within the global market caused by power forces of information technology and increased integration of trade and capital flows.

This "globalization" can be seen as an inevitable technologically driven process that is increasing commercial, social and political relations between people of different countries. These countries themselves, at various stages of development are, as it were, forced to take account of ever

increasing interconnection of economies in the management of their economies.

Governments of countries have to prepare their economies, reform policies undertake structural economic adjustments on a rigorous and consistent basis before they can reap the benefits of globalization.

The 21st century has brought about profound changes in the ways in which the World's citizens interact with each other. The emerging and accelerating trends of the global economy and information technology have worked to bring the globe together.

From the human resource management perspective, this inevitable process has created increased competition for human capital. This is perhaps the most significant challenge of globalization on human resource management.

As multinational corporations expand into other countries and compete for workers in the public sector, employees and their skills are a prime resource that may become increasingly scarce. Since public sector salaries often lag behind those of the private sector, it becomes incumbent upon the public sector to develop strategies for the recruitment, retention, development, performance and compensation of its workforce, how can the public sector position itself as the employer of

choice in a potentially increasingly competitive market for employees, and how can it ensure that the workforce it develops will have the skills to succeed in the global workforce?

Many countries of the world are experiencing a tight labor market, requiring employers to develop innovative strategies to attract good employees.

Recruitment efforts that traditionally focused on enticing individuals accept jobs now must focus on finding those individuals to entice.

This can be especially difficult for the public employer who is competing with other employers within the public sector, as well as the often- higher ñ paying private sector. It is no longer enough to develop and post a job opening; jurisdictions competing globally must position themselves as the employer of choice. An increasingly popular method of positioning an organization as an employer of choice is the concept of organizational branding in global human resource management. Creating an organizational brand establishes an image that is aligned with the organization's mission, and transforms the concepts of the organization into tangible standards, and statement. Branding can be a powerful tool to articulate the character and qualities of the organization's values and mission of globalization on Human Resource Management.

Strategies to reach a wide audience with the organization's message include using Human Resource Management tools such as the internet job posting site to reach out to large audiences; and government web pages to provide potential job candidates with more information on the job and the organizational culture than would normally be available through conventional job listings.

The concept of streamlining the hiring process is one that organizations seeking to position themselves as employers of choice would be well served to embrace. Traditionally, hiring in the public sector in Nigeria is and has been a lengthy process including extensive applications and time-consuming Screening.

Ensuring a good fit between an employee's skill and the skills required for current and future job is also critical. Organizations may find it helpful to identify the unique competencies required for specific jobs, and conduct skill assessments to ensure a good return on the recruitment investment. The following competencies may be relevant for human resource managers in a globalized environment.

- Integrity,
- Vision and leadership,
- Capacity for policy analysis,

- Judgment and capacity for decision-making,
- People empowerment,
- Managing performance,
- Building trust, and
- Accountability.

Organizations may want to consider using the competencies not only in the recruitment phase, but also to measure performance and results. Given the challenges of creating and maintaining a high performing workforce in a global environment, employers who are successful in identifying and recruiting quality candidates must immediately turn their attention to retaining those employees. Employers seeking top performers must be prepared to ensure their commitment and loyalty.

This could be possible by offering benefit focused on the quality of life issues face by today's workforce such as flexible or shortened work schedules, educational reimbursement, elder care benefits, and employee conveniences such as on-premise laundry and dry cleaning services, vehicle maintenance services, and on-site or nearby fitness centre. They are typically of little or no cost to the employer, but provide employees with life - enriching options that can add greatly to their lives.

In a global environment, an organization must ensure that its workforce is equipped and flexible enough to adapt and excel, and that its culture supports excellence. Organizations seeking to position themselves as employers of choice in the competitive global marketplace must attend to the professional growth of their workers while creating a climate that embraces change. Training and development efforts should focus on aligning learning with organizational strategies, linking learning to day-to-day activities and performance; identifying critical employee-development needs; and creating a continuous-learning and knowledge-sharing environment. Specific development programs may be used to create career path profiles, deliver tailored training, or support participation in career-enhancing programs such as professional certification.

The opportunity to gain credentials through an employer-approved program, or obtain an advanced degree or other qualification is a career and professional enhancement that may serve to position an organization as an employer of choice. Employer support for such programs may not have to be financial, often being allowed the flexibility of taking additional time off, or the ability to use employer-sponsored computer equipment to complete such programs is sufficient.

An organization that designs and delivers program to increase employee performance, address workforce planning issue, enhance individual professionalism, or deliver skills ñ based training would be considered an organization that focuses on the professional growth of its workforce.

In the global environment, high performing employees have the ability to seek employment with organizations whose values closely fit their own personal values. Thus, organizations that offer a works environment, salary and benefits packages that are closely tied to the needs and wants of potential applicants are far more successful than other organization.

According to a study by human resource Consultant Tavers Perrin, top performers look for the following organizational attributes:

- Challenges,
- Changes on the job,
- Opportunities for growth with the employer,
- Rewards system (e.g., salary increase, bonuses) based on performance,
- Autonomy to complete work assignments

Competency-based pay systems that reward results can create a positive workplace and foster positive employee

morale. Compensation strategies such as pay for-performance, which allows organizations, design a more flexible compensation.

System integrating performance, objectives, compensation, and organizational goals; broad banding, developed so that organization operating in fast changing and highly competitive environment can simplify complex and rigid classification and compensation systems; skill-based pay; and gain-sharing/group bonus plans in which monetary savings from improved performance are shared between the organization and employees are all examples of systems that can be designed to support the organization's strategic goals and missions.

The process of globalization is inevitable, flowing naturally from advances in communications transportation and other technological changes. The emergence of globalization has created many new situations and challenges that need attention. Issues including:

1. Economic disparity,
2. Shifting social norms,
3. Integrating multicultural concerns.

Depleted domestic workforces are among the priorities to be addressed in the hypotheses. While the most unattractive employment attributes for these top-performers include:

- Rules,
- Regulations,
- Policy manuals
- Long meetings,
- Job descriptions and duty statement.

Clearly and of a truth, the organizational culture is important in attracting top quality human capital in the global environment. Winning the war for talent is not just about offering competitive compensation and benefits packages. To compete in the global marketplace, an organization must ensure that its compensation, reward and incentive strategies support their strategic goals and mission.

As globalization has a great and greater impact and challenge human resource management professionals will be called on to respond with greater flexibility to the competition for human capital. Current development in Nigerian economy calls for proper investigation of those variables, which are normally used as references for explaining the working of any system and the formulation and implementation of variable economic policies in an organisation as applied to Human Resource Management.

1.2 STATEMENT OF PROBLEM

The nation's economies that grow most rapidly today are those that have successfully increased their participation in global Human Resource and economic activities. In the 1980s, a period when most countries of the world were undergoing stringent Human Resources Management conditions, these nations economies were enjoying relative boom in capital investment and increased industrial output because they took the following steps on:

1. How to make human resources continuously relevant in the ever increasing change of globalization,
2. How to cope with the trend in information and technologies in the current globalization,
3. How to sustain the inherent costs and influences of globalization,
4. How to re-orientate the thinking of modern managers to keep pace or align with global trend

They are today increasingly more exposed to new ideas, technologies and products, as well as being characterized by improved resource allocation and efficient production. But some countries of the world particularly third world nations (developing or underdeveloped), e.g. Nigeria (like most countries in Africa) have neither witnessed or felt the effect of global Human Resources Management nor its challenges until in recent times.

It is important to draw attention to the fact that a major change has occurred, and is occurring in the world production, investment and trade system due to changes in Human Resource Management styles and Nigeria's situation is not keeping abreast of the process to make her benefit from these changes.

The Nigerian situation naturally leads one to ask the question as regards what can be done to address relatively quick challenges faced by Human Resource Management practice in Nigeria in this age of globalization.

1.3 OBJECTIVE OF THE STUDY

This study is designed to make a case for addressing the effects (if any) of globalization on:

1. Human Resources Management and its benefits,
2. To determine how best to understand, plan, co-ordinate, monitor and evaluate global Human Resources Management Practice,
3. To ascertain the extent to which globalization of Human Resources management will benefit Nigeria,

4. To find out the challenges of globalization of Human Resources Management in Nigeria.

1.4 SIGNIFICANCE OF THE STUDY

This study will provide a resource material to all students of Management, Administrators, Practicing consultants in Human Resources Management, ASCON, CMD, ITF, NIPSS, NBC, etc.

By the time this study is completed, adequate awareness would have been created as to the effects of globalization on Human Resources Management whether in the private or public sector, developed, underdeveloped or developing country, with particular reference to the Nigerian situation using existing multinationals and home based organizations who have standard and broad based HRM outfits.

A careful application of the conditions made in this work will help countries or organizations in a country to determine their true state of affairs at the end of any given period.

The basic assumption in this research work is that the globalization of Human Resources Management is the pivot of a country's growth and is being tested in the followings research questions and hypotheses.

Human Resource Management is a new title in Administration and management. The term has replaced such obsolete labels as personnel management, Labor Management, or Manpower Development and Management. The new Encyclopedia Britannica (1974) defines Human Resource Management as the management of people in working organizations as distinguished from Financial or material Management. Human Resource Management identifies the entire scope of management policies programs in the recruitment, deployment, leadership, reward, sanction and direction of human resources in an organization.

The use of the term human Resource Management dates back to 1960 when public Administrators started using the term to refer to a subsystem of management instead of using the age long practice or regarding it simply as important economic resource for production. Subsequently, scholars agreed that how people think about work, and what they consider to be important goals in life do greatly determine their organization's performance, and this led to improved personnel practices and proper harnessing and development of Human Resource Management.

The events that influenced and helped to shape Human Resource Management over time are the activities of Labor and

Government Legislations in the Western Europe and the United States of America. In the late 1920s, Labor Unions, especially in the USA took the initiatives to improve wages, work hours and other aspects of working conditions for the workers.

Consequently o these matters, labor Unions engaged the Employers and Management in a series of running battles in the form of industrial disputes, which paralyzed some industrial activities and force many others to wind up. It was when management came to accept the permanence of labor unions, as well as the influence they had no corporate organizational policies that organizations began to develop their own Human Resource Management policies.

The results of the work of Behavioural scientists, like Chester Bernard, Peter Druker and many others, Espoused management theories required to achieve the coordination and cooperation necessary for effective human resources management especially in large organizations. The real impact that finally shaped Human Resources Management were Government landmark legislations in the United States in 1960s, especially such laws as the Equal pay for Equal Work Act of 1963, the Civil Rights Act of 1964 and the Age Discrimination Act of 1967. These developments help to shape the understanding of personnel Administrators that both the

employers and employees were inseparable participants in an organization. Each has definite needs and obligations, which require consideration and fulfillment. For instance, the employer wants efficient methods of production, high productivity, quality workmanship, cooperation, good morale and organizational peace. The worker on the other hand, wants job and economic security, fair wages for work done, desirable working conditions, opportunity for advancement, self-expression through participation and a sense of equity stemming from his productive role in the organization and the society at large.

Human Resource Managers have always been faced with the problems of how to choose the best strategies that would facilitate workers optimum contributions to realization of the organizational goal, hence the need to constantly up-date their knowledge and skills in the practice. It is in realization of this that the institute of personnel management of Nigeria was established in 1968 as the professional body to cater for Human resources Development. Subsequently, Decree No. 58 of 1992 chartered the institute.

Given the above background, it could be seen that Human Resource Management has indeed come a long way. Little wonder it is now recognized as the most important of all the resources in any organization. Therefore, all organizations, be it

in the public or private sector can only achieve their goals through the activities of human resources engaged by that organization. This however depends on the efficient and effective management of the Human Resources employed. Let us go a little further to consider the topic, which this research postulates.

1.5 RESEARCH QUESTIONS

1. Do you subscribe to the fact that the inevitable process, which created increased competition for human capital, is the most significant challenge facing human resource management? With the issue of integrating multicultural concerns coming into the picture? (This includes the existence of cultural believes and draconian religious laws),
2. Do you think that lack of encouragement of research activities affects globalization of Human Resources Management in Nigeria?
3. To what extent will inadequate funding affect globalization of Human Resource Management in a country like Nigeria?

4. Are you of the opinion that globalization of Human Resources Management can bring any positive change in the economy of a country like Nigeria?

1.6 HYPOTHESES

1. **H₀:** Multicultural concerns cross-cultural behavior and draconian religious laws cannot pose as challenges to globalization on Human Resources Management in the country.

H₁: Multicultural concerns cross-cultural behavior and draconian religious laws pose as challenges to globalization on Human Resources Management.

2. **H₀:** Rapid spread of shocks and disturbances due to civil unrest is a challenge of globalization on Human Resources Management and the strategy of the "North" to retain economic power in order to continue the marginalization of the "South"

H₁: Rapid spread of shocks and disturbances due to civil unrest does not constitute a challenge of globalization on Human Resources Management and the strategy of the "North" to retain economic power in order to continue the marginalization of the "South"

3. Ho: Non-computerization, inadequate funding and availability of foreign expatriates to compensate depleted domestic work force cannot be regarded as challenge to globalization on Human Resources Management in the country.

Hi: Non-Computerization, inadequate funding and availability of foreign expatriates to compensate depleted domestic work force can be regarded as challenge to globalization on Human Resources Management in the country.

1.7 SCOPE OF THE STUDY

The scope of this research work covers the corporate sector of the Nigerian economy, dealing mainly with large organizations and multinationals in which there are already existing and well established HRM practices that are comparable with, if not meeting international standards and which fully represent the Nigerian situation as far as the private sector. This research work is meant to accentuate the challenges of globalization on Human Resources Management, which is the proposition of the topic postulates.

1.8 LIMITATION OF THE STUDY

The study of this research topic is limited to Nigeria. This study is expected to aid corporate sections of the Nigeria economy along with other initiatives, to help the country meet up with the process of globalization which is an imperative. The availability and acquisition of materials, i.e, published articles, write ups, printed papers and other necessary sources of information with which to carry out thorough investigation and analysis of the subject matter are not easily available.

This is due to the fact that the issue of globalization is rather very fresh and as such not so much enquiries have been carried out in that area of endeavor. In addition, the economic factors in the country mainly characterized by the ever depreciating value of the naira with the attendant inflammatory upsurge which erodes the purchasing power of an average Nigerian have contributed in no small measure to the limitation of adequate resources needed by the researcher to explore wider avenues in soliciting relevant information to justify the envisaged coverage of the study.

Consequently, all the economic factors within the country and the ever depreciating value of the naira with its attendant inflationary upsurge which erodes the purchasing power of an average Nigerian have contributed in no small measure to the limitation of adequate resources needed by the research to

explore wider avenue in soliciting relevant information to justify the envisaged coverage of the study.

1.9 DEFINITIONS OF TERMS

- **ASCON6**

Administrative Staff College of Nigeria

- **CMD**

- Center for Management Development

- **FBN**

- First Bank of Nigeria,

- **ITF**

- Industrial Training Fund

- **NBC**

Nigerian Bottling Company.

- **NIPSS**

National Institute for policy Strategic Studies

CHAPTER TWO

REVIEW OF RELATED LITERATURE

In this chapter the views and thoughts of many authors as well as the various inputs of scholars in the area of globalization, Human resources Management will be reviewed in order to facilitate a broader understanding and appreciation of the subject.

2.1 CONCEPT AND PROCESS OF GLOBALIZATION

Globalization is the integration of national economies through trade, services (human resources) and financial transaction, a process that has tended to remind policymakers that their domestic economic policy would not achieve its fullest objectives if it does not take into account the countervailing effects of competing policies adopted by other nations. Thus, globalization is seen as the growing economic interdependence of countries world wide through the increasing volume and variety of cross- border transactions in goods and services and of international capital flows, Human Resources flows, and also through the more rapid and widespread diffusion of technology (IMF,1997). It is therefore clear that no one nation can survive on its own in what has come to be feared as a borderless world.

Countries operating in separate, sovereign, autonomous environments take decisions, which have bearing on others. With the creation of a common global market (Human Resources, financial, other trade) place these autonomous units which are increasingly sucked in. Globalization can also be defined as the process of shifting autonomous economies into a global system of production and distribution (Kwanashie, 1998).

From the above analysis, it will be easy to describe globalization with flexible specialization as the new form of business structure in the world today. Although it is difficult to come up with an agreed definition of the term, some description of how the process works will make for clear understanding. S.M. Shafaeddin refers to globalization as 'the development of global network in the form of international consortia, cross-licensing agreements and joint ventures, the aim of which is either to reduce the cost of production by finding low cost suppliers of factors of production and material inputs and intermediate products and services or by expanding the market scope to enjoy economies of scales'. Operating through a network, global firm will source intermediate inputs through intra-firm transaction, subcontracting, technology alliance, and supply contracts for the provision of inputs and intermediate goods and services but compete in the market for final products. Another

definition of globalization should throw more light concerning its extent and depths as follows:

Globalization refers to the multiplicity of linkages and interconnections between the states and societies, which make up the present world system. It describes the process by which events, decisions, and activities in one part of the world come to have significant consequences for individuals and communities in distant parts of the globe. Globalization has two distinct phenomena: scope (or stretching) and intensity (or deepening).

2.2 DIMENSIONS OF GLOBALIZATION

Globalization is of two main categories; trade and investment integration, and financial integration. Globalization of the world's goods and services market (Human Resources) through trade liberalization and the removal of numerous controls preceded by financial markets integration. The removal of barrier of international trade by countries in the quest to operate within the framework of the multilateral trading system was a major impetus for the acceleration of globalization of human resources.

Integration in Human Resources was followed and facilitated by foreign direct investment flows between countries that were involved in service relations. The increased

specialization that immensely contributed to globalization in major forms namely: goods and services market i.e. Human Resources and financial market integration has failed to encourage rapid labor mobility. Although some form of mobility has been achieved on regional basis, international mobility of human resources has not assumed a level comparable to rapid trade and financial integration that has taken place over the years.

2.3 CHALLENGES OF GLOBALIZATION

There are legal and institutional impediments to human resources mobility some of which include immigration laws. Another challenge with globalization is the rapid spread of shocks and disturbances from one human resources market to another due to civil unrest. Although, large markets can absorb such shocks, they nonetheless constitute obstacles to the achievement of macro-economies stability. It follows that globalization; especially human resources markets integration has serious implications for macro-economic management.

The most important positive effect or benefit of globalization is increased specialization and efficiency, better

quality products at reduced prices economies of scale in products at reduced prices and increased output, technological improvement and increased human resource management capacities.

The radical paradigm can also be used to explain the phenomenon of globalization. Some proponents in Nigeria have argued that globalization is the strategy of the 'North' to retain economic power in order to continue the marginalization of the 'South'. This is another challenge of globalization in human resources management within the country. It is necessary or imperative that we develop the human resource market to cope with the problems or challenges that may likely arise from the full integration of Nigeria's human resource market into the global network.

Another serious challenge in Human Resources Management in Nigeria is that many skilled Nigerians have migrated to other countries where there are skills required. This pattern follows what has been established in other regions of the world. The problem which human resource migration has as it affects Nigeria is that highly skilled personnel that are in short supply in the country are moving out in search of better opportunities.

In order for Nigeria to benefit from globalization and its challenges, efforts should be made to develop human capital and decode the multimedia super-corridor for relevant information. Thus information technology should progress in line with the global and human resource management trend. Above all good government transparency and accountability are desirable for a strong and competitive economy. The government must pursue sound policies, which will help to reward the country in the global arena.

The process has transformed the contours of the human resource industry profoundly by altering the size and structure of the firms that compose it. Major human resource consultants have been extending their branch network beyond national frontiers or built strategic bases in foreign labour centre by acquiring either local labour or subsidiaries. The network of human resource connections among labour markets and between markets is now embracing the globe and more densely than ever before.

The process involves integration of a cross-country human resource market, which has brought about a new pattern of external human resource in which shifts are being made.

Labour activates and animates the forces that move the economy. Labour is human resource or the people who carry out

the activities of the enterprise. It is for this reason that human resources have come to be regarded as truly the most critical production factor. It is human resource that make organisations function and how effectively they function depends on the quality of human resources. Without human resources, organizations public or private are no more than mere assemblage of buildings, plants and equipment. No other factor is as important as human resources in maintaining corporate stability, development and profitability of an enterprise whether in the long or short run.

Efficient human resource management involves the identification of job skills needed in the organization at the various stages of operation including strategic, managerial and operational levels, the growth and development requirements of the individuals that make up the organisation, and matching the organization's needs for human resources with the individual's needs for personal growth and development.

The importance of skilled man-power-human resources for the achievement of organizational objectives and survival cannot be over-emphasized. Human resource managers carry out the onerous task of planning, organizing and staffing for the enterprise.

In planning, they project the manpower needs of the organization under changing production levels in order to satisfy the corporate objectives. Organizing implies the assignment of specific tasks to subordinates, establishing effective channels of communications and coordinating the workforce. Staffing involves the determination of what type of people to employ, recruitment of employees, setting performance standards, counseling and training of employees. Other functions of human resources managers include:

- Selection and placement of employees for improved effectiveness
- Wages and salaries administration
- Enhancement of industrial relation, and
- Joint consultation or collective bargaining employee welfare, grievances, training and development of employees and motivation and organizational development.

Other challenges facing globalization in human resources management are the imperatives of deregulation, rapid technological changes and innovations, intensifies acute competition among players nationally and internationally, and the impact of regional economic and political groupings.

Human resource practitioners have to ensure that they institute policies that are not only tolerant but accommodate individual lifestyle preferences and practices. This also includes the new family set up, gender and religious issues. The researcher also observed that other challenges facing globalization of human resource management is the declining quality of education particularly at the tertiary levels. What must be done to ensure that existing staff are proactive and react positively to competition and changes in their industry.

Human resource practitioners must deal with different people with different background, race, ethnic groups, religious, and sexual preference. The rigidity of the workplaces, setup mostly for male dominance must make numerous accommodations for not only women of all stages of life, but also people who have different, and sometimes opposite beliefs. In some countries or organizations the transition has been extremely slow and the draconian religious laws some state have introduced are exacerbating the intolerance.

One of the major influences in the work place today is the rapid development in information technology (IT). It has made it possible for efficient and high productivity to take place outside the office through network connections and the INTERNET. Indeed, quite a number of private sector organizations in the

western countries where there is constant power supply find it less expensive for certain types of staff to work out their homes, sending their reports through e-mail and telephone, than coming into the office. In office locations where there is high vehicle traffic, more time is saved if the staff works out their homes and communicates by phone, fax or e-mail. Video conferencing also serves now as a veritable tool for communication thereby reducing unnecessary transatlantic travel.

Given the above working environments, the challenge for human resources management lies in these areas:

- (i) Providing effective computer and communication skills and equipment
- (ii) Developing an appropriate welfare program and work environment conducive to (i) above
- (iii) Creating monitoring and evaluation systems that can adequately deal with the new work arrangements.

Advancements in science and technology come with lifestyle changes, with psychological implications as can be witnessed in our country today. Also, the liberal schools of thought, providing for individual freedom of thought have brought about different choices in lifestyles which do not follow the traditional societal norms.

As a consequence of these new developments, human resource managers have to ensure that they institute policies that are not only tolerant but also accommodating to individual lifestyle preferences and practices. This also includes the new family set up, gender and religious issues. In order to encourage the continuity of humanity as more women join the workforce, conditions that nurture and support the working mother must be involved and sustained, without comprising the performance and productivity of the organisation.

Striking a healthy balance between welfare, productivity and profits continue to be one of the greatest challenges for the human resources manager who could also be affected directly by some of the challenges. The fundamental area of focus to ensure adjustment in this area falls squarely on the practitioner and establish adequate policies and practices for effective and efficient human resource development.

The world of information technology has really enhanced the productivity of the individuals. IT people have designed software packages for human resource managers, which facilitate monitoring, and evaluation of performance. The packages also enable the human resource manager to effectively deal with their staff that are on temporary payrolls, flextime, work homes, etc. It has been incorporated in all facets

of the human resource responsibilities from payroll to welfare computation, etc but the big question is, can it be used effectively in Nigeria under the constant power outage experienced in Nigeria?

Human Resources Management must deal with different people with different backgrounds, race, ethnic groups, religion and sexual preference. The insular nature of human resources practice in Nigeria does not allow for broader participation and generation of ideas. For instance, personnel recruited and developed in every state are only indigenes of the state, constraining the versatility and dynamism of human resource development, but the western countries are busy stealing our best brains and giving them citizenship. Yet one state in Nigeria is not willing to recruit another Nigerian from another state.

This practice obviously constrains progress and development, as you cannot find all the skills and talents you need within a certain geographical area. So, rather than grow and make milestones in various areas as other countries, we continue to regress because of the constraints we place on ourselves.

Appropriate and maximum utilization of human resources in productive activities remains the essential factors that can induce economic development (Harbison 1973). This is because

utilization of human resource in areas in which they have received appropriate background training leads to efficiency and improved productivity and implicitly, induces economic development. Maximum utilization of human resources, as observed by Harbison, should be seen in terms of paid employment only but also in terms of self-employment. However, depends on their background, education and training as well as existence of adequate incentives like availability of financial resources and infrastructural facilities. Thus, for self-employment to be effective, the self-employed must be seen to have received appropriate training to make use of existing infrastructural facilities and have access to financial resources.

Although institutions responsible for human resources development and management are looked upon to induce awareness, develop skills, impart knowledge, generate values in the process of human capital formation, they themselves are faced with human resource problems as major employers.

It should be noted that the kind of service that educational institutions offer will depend on what they receive in terms of development. Moreover, there is need to train Nigerians to replace foreigners who have voluntarily left the service of Nigerian Universities. Currently, the pace of human resource manpower development has drastically slowed down because of

inadequate funding. This should be seen as a serious issue, which must draw attention to the utilizers of human resources. The responsibility of funding of education especially at a high level should not be left to the government alone. The organized private sector should willingly be involved.

Infrastructural facilities are highly deficient in most manpower development institutions. It is important that those facilities, which are basic for imparting knowledge, are provided so as to enhance the quality of manpower (Human Resources). For example, there are certain basic equipment that facilitates research in natural and the social sciences. The absences of such facilities cannot but result in:

- (a) Reduction in the quality of human-resource since theory will predominate in the actual evolvement of course programs
- (b) The adaptation of theory for the advancement of local conditions will be inhibited thereby sustaining the dependency culture

Availability of international journals enhances cross-fertilization of ideas. It can also provide basic information on methodology of applied research: this is necessary to boost local research that can lead to identification of scientific and social facts that are relevant to our local government.

A very important problem facing national institutions responsible for manpower development is poor linkage between school and work. It seems that the developers and utilisers of manpower do not move in the same direction.

Research activities provide basic information, which any society can use to improve upon its welfare. Human resource managers are usually faced with enormous problems with regards to fund of research and access to primary data. One objective of any research is usually to make information available to relevant users. However, the basic problem faced by educators is that of having access to primary information. The custodians of data, whether in the private or public sector, are normally unwilling to divulge such data. At times, when they are willing to do so, the most essential ones are released, thereby providing valueless data. This situation distorts meaningful research activities and inferences.

The funding of research activities is another area that needs the attention of all relevant economic units like Government and the organized private sector. Research funding should not therefore, be left to Government alone. Companies should be required to contribute a small percentage of their profits for research and development. This issue has not been boldly addressed by policy makers.

The time is now to do it so as to bail out the universities and other relevant institutes from research redundancy. It should, therefore, be recognized that teaching and research are the fundamental activities of universities. What is taught should have relevance with findings and problems of the immediate environment. This cannot happen without effective research activities. Another research finding available for public consumption is the inability of researchers to publish their research findings which does not augur well for national development. Funding of research publication should be encouraged by well meaning Nigerians to boost globalization of human resources management in the country.

2.4 LATIN AMERICA

The pyramids and other vast structures of the Maya civilization in Mexico and the Incas in Peru stand as salient testimony to the skills that could be attributed to Human Resource Management. In the late 1940s, there was a significant movement toward human resource management as the result of industrialization, which made human resource

management necessary if the emerging industries were to favorably compete in the international markets.

Two major events altered progress towards a more systematic and comprehensive approach to human resource management. One was the interest shown by industrialized countries in the opportunities offered by the region, that is, as a market for products, equipment and the operative of firms in agriculture and industry. The other was the pronounced trend throughout Latin America toward industrialization. These called for an accelerated development of human resources to meet the needs in the many occupations. We shall now consider the practice in Brazil.

2.5 BRAZIL

The need for a national plan to create a competent workforce in Brazil was felt in 1941. Consequently, Brazil established a one percent(1%) tax on private sector payrolls and formed the national service of industrial apprenticeship. In 1975, Brazil passed laws providing financial incentives for private companies that had acceptable human resources management programs. Government agencies were established to encourage this. The Labour Federal Board and the Labour Department of

the ministry of Labour have prime responsibility for coordinating human resources management matters.

2.6 ASIA

Asia covers a vast territory. It contains one of the most developed countries of the world i.e. Japan and many less-developed countries. It is generally recognized that the basics for sound economic growth in any country is a highly literate population that can adapt to change. Apart from this, there is the need to have a work ethic that applies knowledge and skills in a diligent way.

In Asia, it is recognized that if top management is to manage in a socially and morally acceptable manner consistent with the new concerns and values, it has to develop a totally new and heightened sensitivity in its approach to public issues, because business objectives encompass not only the interests and aspirations of the shareholders, bankers, customers, suppliers and employees but also those of the public at large. There are in house and external human resource development programs in nearly all the countries of Asia. Organizations that do not have full-fledged internal human resource management units or are inadequate in certain areas resort to using external programs conducted by academic institutions or human

resource management (training and development) organizations, management associations, or personal management associations as well as consulting companies that provide human resource management programs. Some of the programs are executed on an in-house basis or as public seminars. In Asia there are international and national productivity organizations, which deal with human resources management activities.

2.7 INDIA

Human Resource Management or development programs in India have met with good response from employers working in various industries. The National Productivity Council India is a dynamic organization, which places emphasis on human resources management program. Also, the India Society for Training and development (ISTD) provides a year diploma program in training and development to professionalize the training and development function in India.

The researcher has often or repeatedly said that a number of factors tend to influence the optimum allocation of human resources. Among them are the policies relating to recruitment, training, employment conditions, and the deployment of personnel. Equally important are the prevailing management

environment, socio-economic conditions, and the traditional work culture.

CHAPTER THREE

RESEARCH METHODOLOGY

The foregoing chapters have been devoted to buttress the point, which the topic of this research work postulates. The rest of the chapter will x-ray the extent of work done by the researcher in an attempt to present a research work that suits the academic purpose of this level, and one that is worthy of future reference.

3.1 RESEARCH METHOD AND DESIGNS

Survey method of research was employed for study. Extensive use was made of the questionnaire as the basic tool. Furthermore, multiple choice questions were used in designing the questionnaire in an attempt to exhaust all the possible responses, which the research called for.

Sources of Data

Both primary and secondary source of data were utilized in gathering relevant information for the purpose of this study.

Primary Sources

The primary sources of the data consists of the following descriptions:

1. Questionnaire

2. Oral interview

The researcher decided to employ these techniques because of their attendant advantages.

Secondary Data

The secondary sources of data were also used for reference in order to give the work both theoretical and practical touch. Some of the secondary sources utilized includes textbooks, lecture materials, seminar paper and related articles in academic journals.

3.2 AREA OF STUDY

The researcher studied the effects of globalization in human resource management in Nigeria.

3.3 POPULATION OF THE STUDY

The total population, which is the universe in this study, is 1000.

3.4 SAMPLE AND SAMPLE PROCEDURE

For the purpose of this study, the researcher chose to determine the sample size using Yaro Yamani formula

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

Where:

n = sample size

N = population size = 8000

e = limit tolerable error = 5%

l = content

$$\text{Hence } \frac{8000}{\frac{380.95}{1 + 8000(0.05)^2}} = \frac{8000}{1 + 20} =$$

n = approximately = 381

Since the sample size used in the survey was 381 as derived from the above formula, it means that the number of questionnaires administered was three hundred and eighty-one (381).

3.5 INSTRUMENTS FOR DATA COLLECTION

For the purpose of this research, the following instruments were used in gathering data:

1. Questionnaire
2. Oral interview

3.6 VALIDITY OF INSTRUMENTS

Basically no interesting aspect of the study was omitted in designing the survey questions coupled with the fact that the oral interview held were cross checked through the questions in

the questionnaire as a confirmation of the responses received in either case.

3.7 RELIABILITY OF INSTRUMENT

The questionnaire, which forms the basic instrument used, was developed after the approval of researcher's supervisor and after going through some previous work on the challenges of globalization of human resources management.

3.8 METHOD OF DATA COLLECTION

The researcher made several visits and collected information using the following techniques;

- (i) Holding oral interview with some management consultants and developers,
- (ii) Distributing the questionnaire to ninety-nine persons who were randomly chosen.

The questionnaires were distributed to the respondents chosen by the researcher and explanations were made where necessary. The questionnaires were later collected after five (5) days. This was to allow the respondents enough time to fill the questionnaires at their own discretion and convenience.

Multiple-choice questions were seldom used in designing the questionnaires. Close-ended approach was however used.

This means that dichotomous (two ended) approach was frequently used i.e. 'the yes and no type'. Furthermore, other data's were gathered externally from both published and unpublished materials.

3.9 METHOD OF DATA ANALYSIS

Simple percentages were simultaneously used in quantifying the effect and relationship one data has with another. As shown in the next chapter on data analysis, the respondents were classified according to their responses and expressed in their percentages representation. Chi-square and co-efficient of correlation were the statistical tools used in testing the acceptability or otherwise of hypotheses posed for this study. The chi-square formula is:

$$\text{Chi-square, } \chi^2 = \frac{\sum(O-E)^2}{E}$$

Where:

χ^2 = Chi-square

O = Observed frequency

E = Expected frequency

Coefficient of correlation

$$R = \frac{\sum(x - \bar{x})(y - \bar{y})}{\sqrt{\sum(x - \bar{x})^2 \sum(y - \bar{y})^2}}$$

3.10 DATA PRESENTATION

The researcher in order to make important feature of her subject matter easily grasped and interpreted, she used the following method of data presentation;

- (a) Table,
- (b) History, and
- (c) Pie Chart

It will be interesting to mention here that the population of the study was from the selected organization listed and tabulated below.

S/No	Description	No	%
1.	ITF	1050	13
2.	FBN	2065	26
3.	CMD	853	11
4.	ASCON	648	8
5.	NBC	2448	30
6.	NIPSS	936	12
	TOTAL	8000	100

Source: Research Data, 2011

In order to determine the exact number in each group the researcher therefore used Bowleys proportion allocation

Formula:

$$n_h = \frac{nN_h}{N}$$

Where n_h = Group sample size

n = Sample size

N_h = No of employees in each group

N = Population size

$$ITF = \frac{381 \times 1050}{8000} = 50$$

$$FBN = \frac{381 \times 2065}{8000} = 98$$

$$CMD = \frac{381 \times 853}{8000} = 41$$

$$ASCON = \frac{381 \times 648}{8000} = 31$$

$$NBC = \frac{381 \times 2448}{8000} = 116$$

$$NIPSS = \frac{381 \times 936}{8000} = 45$$

Total = **381**

S/No	Group	Questionnaire Distributed	Questionnaire Distributed	%
1.	ITF	50	50	100
2.	FBN	98	98	100

3.	CMD	41	41	100
4.	ASCON	31	31	100
5.	NBC	116	116	100
6.	NIPSS	45	45	100
	TOTAL	381	381	100

Source: Field Data 2011

CHAPTER FOUR

PRESENTATION, INTERPRETATION AND ANALYSIS OF DATA

The purpose of this chapter is to present, interpret and analyze data collected in the course of this research study, which has the impact of globalization in human resources management as its topic. The reflection on this topic becomes necessary judging from the fact that the topic forms the basis for the conclusion and recommendation in the final chapter. The analysis of data collected was treated in accordance with the methodology stated in chapter three of the report. The questionnaires were designed to test the validity of each research question posed in this study.

4.1 TEST OF HYPOTHESES

Decision Rule

Accept the null hypothesis if the calculated chi-square value is less than the critical value, otherwise reject the null hypothesis and accept the alternative.

A Co-efficient of plus one (+1) indicates positive and perfect correlation. A Co-efficient of minus one (-1) indicates perfect and negative correlation and a Co-efficient of zero (0) indicates complete absence of correlation.

4.2 HYPOTHESIS NO I QUESTION NO II

H₀: Multicultural concerns, cross-cultural behavior and draconian religious laws cannot be regarded as challenges of globalization in human resources management in the country.

H₁: Multicultural concerns, Cross-cultural behavior and draconian religious laws can be regarded as challenges of globalization in human resources management in the country.

Table 4.1

OPTION	ITF	FBN	CMD	ASCON	NBC	NIPSS	TOTAL	%
Yes	45	96	34	30	113	41	359	94
No	5	2	7	1	3	4	22	6
Total	50	98	41	31	116	45	381	100

Source: Research Data 2011.

Level of significance = 95%

Degree of freedom (df) = (r -1) (c-1)

Where:

r = no. of rows = 2

c = no. of columns = 6

$$df = (2-1)(6-1) = 1 \times 5 = 5$$

$$\text{Expected data} = \frac{\text{Row total} \times \text{Column total}}{\text{Total } V}$$

O	E	O-E	(O-E) ²	$\frac{(O-E)^2}{E}$
45	47.11	-2.11	4.4521	0.094504351
96	92.34	3.66	13.3956	0.145068226
34	38.63	-4.63	21.4369	0.554928811
30	29.21	0.79	0.6241	0.02136597
133	109.30	3.7	13.69	0.1252251601
41	42.40	-1.40	1.96	0.046226415
5	2.89	2.11	4.4521	1.540519031
2	5.66	-3.66	13.3956	2.366713781
7	2.37	4.63	21.4369	9.045105485
1	1.79	-0.79	0.6241	0.348659217
3	6.70	-3.7	13.69	2.043283582
4	2.60	1.40	1.96	0.753846153
381	381	0		16.71875884

Chi-Square Computation Table

Decision

Since the calculated chi-square value is more than the critical value of the chi-square distribution table ($16.718 > 1.145$), the null hypothesis is rejected as being correct hence we accept the alternative, which therefore means that cross ñ cultural

behavior and draconian religious laws can be regarded as challenges of globalization in human resources management in any organization.

Test Of Hypothesis No I Using Co-Efficient Of Correlation

Computation of Co-efficient of Correlation:

Option	X Frequency	Y Percentage	dx-x- x	dy- y-y	dx ² (x-x) ²	dy ² (y- y) ²	dx dy (x-x)(y
Yes	359	94	168.50	44	839225	1936	7414
No	22	6	-168.50	-44	28392.25	1936	7414
Total	381	100	0	0	56784.50	3872	14828

Source: Researchers Computation from the table

$$\bar{x} = \frac{381}{2} = 190.50$$

$$\bar{y} = \frac{100}{2} = 50$$

The standard deviation S_x of the values of x could be calculated with the following formula:

$S_x = \bar{x} \text{ ñ } x$, from the table $x = 359$ and 22 respectively, and $\bar{x} = 190.50$,

Therefore, $S_x = 359 - 190.50 = 168.50$ and $22 \text{ ñ } 190.50 = 168.50$

$S_y = y - \bar{y}$, from the table $y = 94$ and 6 respectively and $y = 50$

Therefore, $S_y = 94 - 50 =$

44 and $6 - 50 = 44$

Using the formula $S_x = \sqrt{\frac{\sum dx^2}{2}} = \sqrt{\frac{56784.50}{2}}$

$$S_x = \sqrt{28392.25} = \underline{\underline{168.50}}$$

$$S_y = \sqrt{\frac{\sum dy^2}{2}} = \sqrt{\frac{3872}{2}} = \sqrt{1936}$$

$$= 44$$

Let us assume that the mean product of deviation S_x be calculated with the formula

$$\frac{\sum d x dy}{2}$$

11

$$S_{xy} = \frac{\sum d x dy}{2} = \frac{14828}{2} = 7414$$

3

$$r = \frac{S_{xy}}{(S_x)(S_y)} = \frac{7414}{(168.50)(44)} = \frac{7414}{7414}$$

=1

Using the formula

$$r = \frac{\sum (x - \bar{x})(y - \bar{y})}{\sqrt{\sum (x - \bar{x})^2 \sum (y - \bar{y})^2}}$$

Substituting with the values, we have

$$\underline{\sum (381 - 190.50)(100 - 50)} = \underline{\sum (190.50)(50)}$$

$$\sqrt{\Sigma(381 - 190.50)^2 (100 - 50)}$$

$$\Sigma \sqrt{(190.50)^2 (50)^2}$$

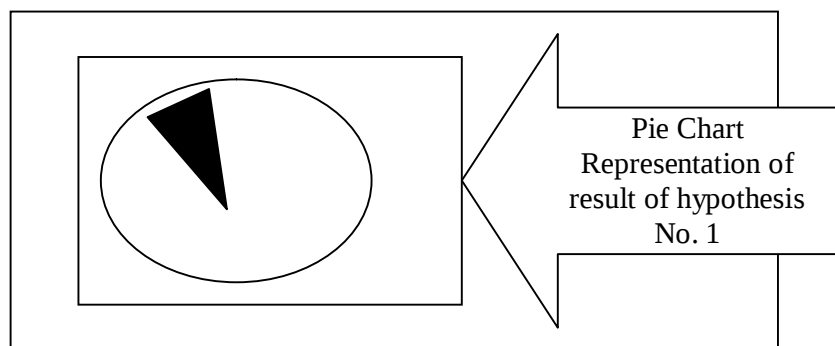
$$\frac{9525}{\sqrt{(36290.25) 2500}} = \frac{9525}{\sqrt{(90725625)}} = \frac{9525}{9525} = 1$$

Decision

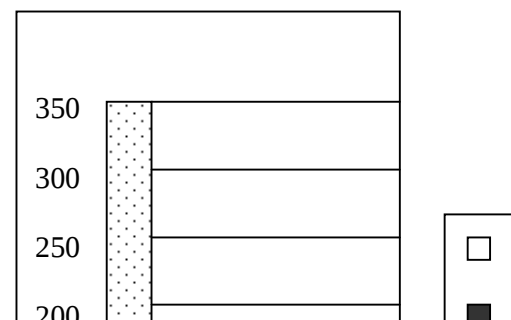
There is a perfect correlation indication that cross-cultural behavior and draconian religious laws can be regarded as challenges of globalization in human resources management in Nigeria.

Pie and Bar Charts Representing the Result of Hypothesis

Number One

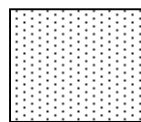


Yes	=	$\frac{359}{381}$	x	$\frac{360}{1}$	=	339
No	=	$\frac{22}{381}$	x	$\frac{360}{1}$	=	21



Bar chart representation of result of hypothesis

No. 1.



Yes



No

4.3 TEST OF HYPOTHESIS NO 2 QUESTION 14

H₀: Rapid spread shocks and disturbances due to civil unrest and the strategy of the “North” to retain economic power in order to continue the marginalization and economic disparity of the “South” does not constitute any challenges to globalization on human resources management in any organization.

H₁: Rapid spread of shocks and disturbances due to civil unrest and the strategy of the “North” to retain economic power in order to continue the marginalization and

economic disparity of the 'South' constitute challenges to globalization on human resources management in Nigeria.

Table 4.2

OPTION	ITF	FBN	CMD	ASCON	NBC	NIPSS	TOTAL	%
Yes	48	80	28	22	105	35	318	83
No	2	18	13	9	11	10	63	17
Total	50	98	41	31	116	45	381	100

Source: Research Data 2011.

Chi-Square Computation Table

O	E	O-E	(O-E)²	$\frac{(O-E)^2}{E}$
48	41.73	6.27	31.3129	0.942077642
80	81.80	-1.80	3.24	0.039608801
28	34.22	-6.22	38.6884	1.130578609
22	25.87	-3.87	14.9769	0.578929261
105	96.82	8.18	66.9124	0.691101012
35	37.56	-2.56	6.5536	0.174483493
2	8.27	-6.27	39.3129	4.753675937
18	16.20	1.80	3.24	0.2
13	6.78	6.22	38.6884	5.706253687
9	5.13	3.87	14.9769	2.919473684
11	19.18	-8.18	66.9124	3.488654849
10	7.44	2.56	6.5536	0.880860215
381	381	0		21.50569719

Decision

Since the calculated chi-square value is more than the critical value of the chi-square distribution table (ie.21.505>1.145), the null hypothesis is rejected hence we accept the alternative hypothesis which therefore means that rapid spread of shocks and disturbances due to civil unrest and the strategy of the 'North' to retain economic power in order to continue the marginalization and economic disparity of the South can affect globalization on human resources management in any organization.

Test Of Hypothesis No 2 Using Coefficient Of Correlation

Computation of Co-efficient of Correlation:

Option	x Frequency	y Percentage	dx-x- x	dy- y-y	dx ² (x-x) ²	dy ² (y- y) ²	dx dy (x- x)(y)
Yes	318	83	127.50	33	16256.25	1089	4207.5
No	63	17	- 127.50	-33	16256.25	1089	4207.5
Total	381	100	0	0	32512.5	2178	8415

Source: Researchers Computation from the table

$$\bar{x} = 190.5$$

$$\bar{y} = 50$$

$$S_x = 318 - 190.50 = 127.50 \text{ i.e. } (x - \bar{x})$$

$$S_y = 83 - 50 = 33 \text{ i.e. } (y - \bar{y})$$

$$\text{Using the formula } S_x = \sqrt{\frac{\sum dx^2}{2}} = \sqrt{\frac{32512.50}{2}}$$

$$S_x = \sqrt{16256.25} = 127.50$$

$$S_y = \sqrt{\frac{\sum dy^2}{2}} = \sqrt{\frac{2178}{2}} = 1089$$

$$= \underline{\underline{33}}$$

Let us assume that the mean product of deviation S_x be calculated with the formula

$$\frac{\sum dx dy}{2}$$

From the table, the mean product of deviation

$$S_{xy} = \frac{\sum d \cdot xdy}{2} = \frac{8415}{2} = 4207.50$$

$$r = \frac{S_{xy}}{(S_x)(S_y)} = \frac{4207.50}{(127.50)(33)} = \frac{4207.5}{4207.5} = 1$$

Using the formula

$$r = \sqrt{\frac{\sum (x - \bar{x})(y - \bar{y})}{\sum (x - \bar{x})^2 \sum (y - \bar{y})^2}}$$

Substituting with the values, we have

$$\frac{\sum (381 - 190.50)(100 - 50)}{\sqrt{\sum (381 - 190.90)^2 \sum (100 - 50)^2}} = \frac{9525}{\sqrt{90725625}}$$

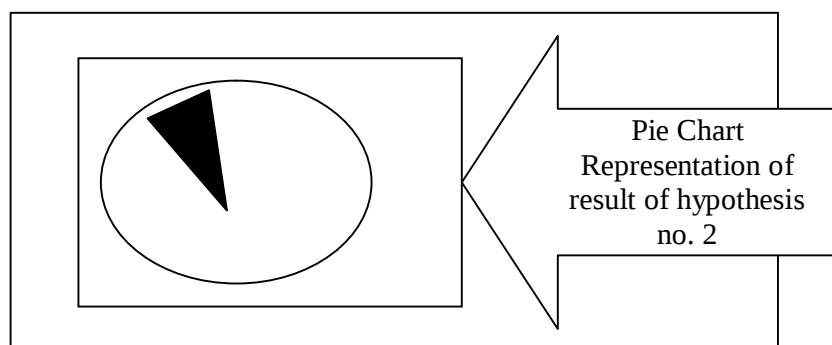
$$\frac{9525}{9525} = 1$$

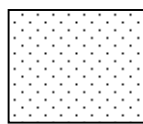
Decision

There is a perfect correlation indication that rapid spread of shocks and disturbances due to civil unrest and the strategy of the “North” to retain economic power in order to continue the marginalization and economic disparity of the “South” constitute challenges of globalization on human resources management in the country.

Pie and Bar Charts Representing the Result Of Hypothesis

Number Two





Yes



No

4.4 TEST OF HYPOTHESIS NO 3 QUESTION 10

H₀: Non computerization and availability of foreign expatriates to compensate depleted domestic/local workforce cannot be regarded as challenges to globalization on human resources management in any organization.

Table 4.3

OPTION	ITF	FBN	CMD	ASCON	NBC	NIPSS	TOTAL	%
Yes	48	90	32	30	111	39	350	92
No	2	8	9	1	5	6	31	8
Total	50	98	41	31	116	45	381	100

Source: Research Data 2011

CHI-SQUARE COMPUTATION TABLE

O	E	O-E	$(O-E)^2$	$\frac{(O-E)^2}{E}$
48	45.93	2.07	4.2849	0.093291966
90	90.03	-0.03	-009	0.00009996667777
32	37.66	-5.66	32.0356	0.850653213
30	28.48	1.52	2.3104	0.081123595
111	106.56	4.44	19.17136	0.185
39	41.34	-2.34	5.4756	0.13245283
2	4.07	-2.07	4.2849	1.052800983
8	7.97	0.03	0.009	0.00112923463
9	3.34	5.66	32.0356	0.96825396
1	2.52	-1.52	2.3104	0.916825396
5	9.44	-4.44	19.7136	2.088305085
6	3.66	2.34	5.4756	1.496065574
381	381	0		16.48924485

Decision

The chi-square table depicts that the calculated chi-square table is more than the critical value of the chi-square distribution table (i.e. $16.489 > 1.145$). it therefore follows that the null hypothesis which is that non computerization and availability of foreign expatriates to compensate depleted domestic or local workforce cannot be regarded as challenges to globalization on

human resource management in the country is rejected;
therefore the alternative hypothesis is accepted.

Test of Hypothesis No 3 Using Coefficient Of Correlation

Computation of Co-efficient of Correlation:

Option	x Frequency	y Percentage	dx-x- x	dy- y-y	dx²(x-x)²	dy²(y- y)²	dx dy (x-x)(y)
Yes	350	92	159.50	42	25440.25	1764	6699
No	31	8	-159.50	- 42	25440.25	1764	6699
Total	381	100	0	0	50880.50	3528	13398

Source: Researchers Computation from the table

$$\begin{array}{lcl} \bar{x} & = & 190.50 \\ \bar{y} & = & 50 \end{array}$$

$$S_x = 350 - 190.50 = 159.50 \text{ i.e. } (\bar{x} - x)$$

$$S_y = 92 - 50 = 42 \text{ i.e. } (\bar{y} - y)$$

$$\text{Using the formula } S_x = \sqrt{\frac{\sum dx^2}{2}} = \sqrt{\frac{50880.50}{2}}$$

$$S_x = \sqrt{25440.25} = 159.50$$

$$S_y = \sqrt{\frac{\sum dy^2}{2}} = \sqrt{\frac{3528}{2}} = \sqrt{1764} = 42$$

Let us assume that the mean product of deviation S_x be calculated with the formula

$$\frac{\sum dx dy}{2}$$

From the table, the mean product of deviation

$$S_{xy} = \frac{\sum d x dy}{2} = \frac{13398}{2} = 6699$$

$$\text{Then } r = \frac{S_{xy}}{(S_x)(S_y)} = \frac{6699}{(159.50)(42)} = \frac{6699}{6699} = 1$$

$$r = \frac{\sum (x - \bar{x})(y - \bar{y})}{\sqrt{\sum (x - \bar{x})^2 \sum (y - \bar{y})^2}}$$

Substituting with the values, we have

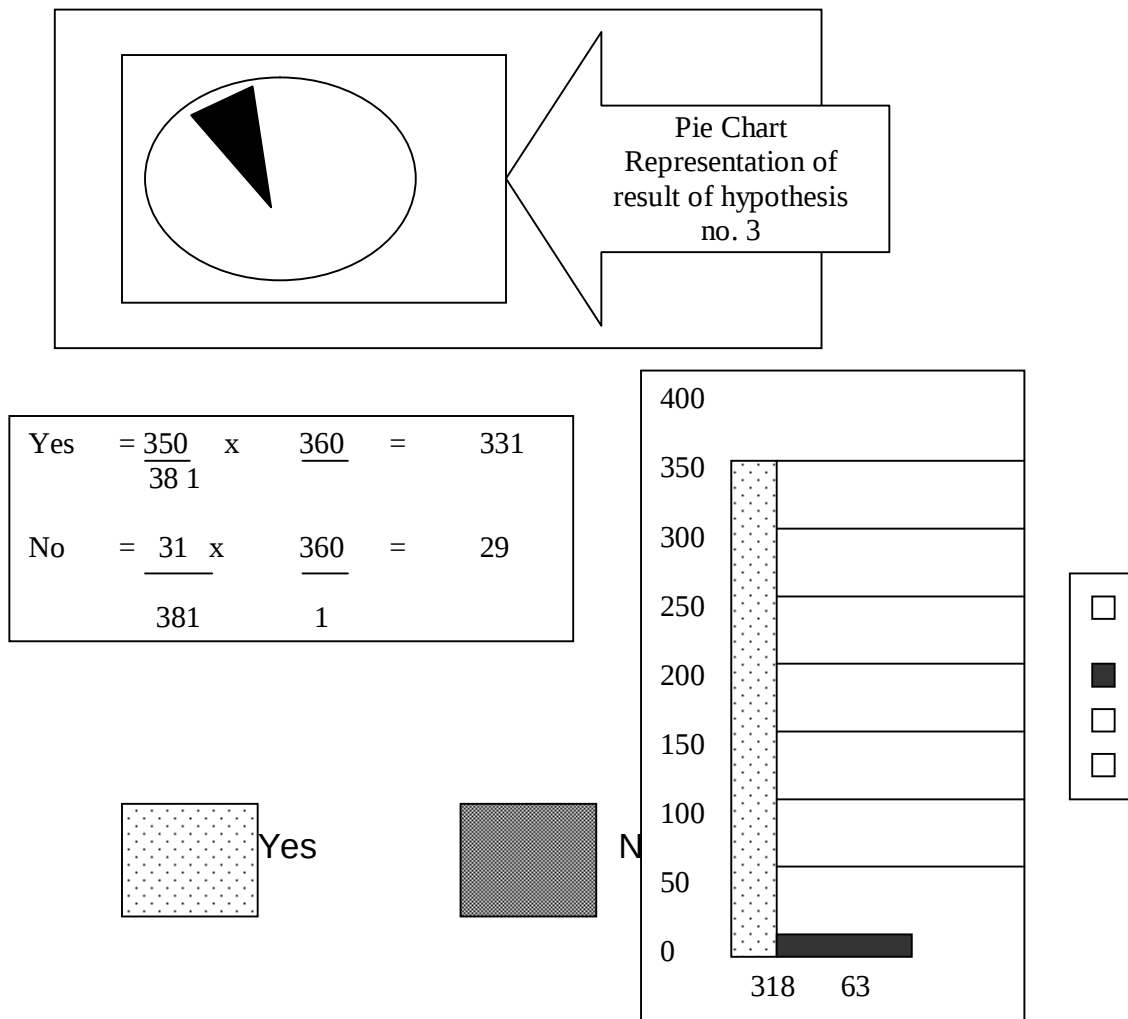
$$\begin{aligned}
 & \frac{\sum (381 - 190.50)(100 - 50)}{\sqrt{\sum (381 - 190.50)^2 (100 - 50)}} = \frac{(190.50)(50)}{\sqrt{(190.50)^2 (50)^2}} \\
 & \frac{9525}{\sqrt{(36290.25)2500}} = \frac{9525}{9072.5625} = 1
 \end{aligned}$$

Decision

There is a perfect correlation (i.e. + 1 + which indicates that non computerization and availability of foreign expatriates to compensate depleted domestic or local work force can be regarded as challenges to globalization on human resource management in the country.

Pie and bar charts representing the result of hypothesis

Number three



4.5 TEST HYPOTHESIS NO 4 QUESTION 20

H_0 : Increased competition for human capital is not the most significant challenge of globalization on human resources management. H_1 : Increased competition for human capital is the most significant challenge of globalization on human resource management.

Table 4.4

OPTION	ITF	FBN	CMD	ASCON	NBC	NIPSS	TOTAL	%
Yes	49	88	39	31	113	40	360	94
No	1	10	2	0	3	5	21	6
Total	50	98	41	31	116	45	381	100

Source: Research Data 2011

Chi-Square Computation Table

O	E	O-E	(O-E) ²	$\frac{(O-E)^2}{E}$
49	47.24	1.76	3.0976	0.06557149
88	92.60	-4.6	21.16	0.228509719
39	38.74	0.26	0.0676	0.01744966443
31	29.29	1.71	2.9241	0.09983707
113	10.961	3.39	11.4921	0.10484536
40	42.52	-2.52	6.3504	0.149350893
1	2.76	-1.76	3.0976	0.122318841
10	5.40	4.6	21.16	3.918518519
2	2.26	-0.26	0.0676	0.029911504
0	1.71	-1.71	2.9241	1.71
3	6.39	-3.39	11.4921	1.798450704
5	2.48	2.52	6.3504	2.560645161
381	381	0		11.80540462

Decision

The value got from the chi-square computed table is more than the critical value of the chi-square distribution table (i.e. $11.805 > 1.145$). It therefore follows that the null hypothesis is rejected. This means that increased competition for human capital is the most significant challenge of globalization on human resource management.

Test of Hypothesis No 4 Using Co-Efficient Of Correlation

Computation of Co-efficient of Correlation:

Option	X Frequency	Y Percentage	dx-x- x	dy- y-y	dx ² (x-x) ²	dy ² (y-y) ²	dx dy (x-x)(y-y)
Yes	360	94	169.50	44	28730.25	1936	7458
No	21	6	- 169.50	-44	28730.25	1936	7458
Total	381	100	0	0	57460.50	3872	14916

Source: Researchers Computation from the table

$$\bar{x} = 190.50$$

$$\bar{y} = 50$$

$$S_x = 360 - 190.50 = 169.50$$

$$S_y = 94 - 50 = 44$$

Using the formula

$$\sqrt{\frac{S_x \Sigma dy^2}{2}} = \sqrt{\frac{57460.50}{2}} = \sqrt{28730.25} = 169.50$$

$$S_y = \frac{dy^2}{2} \sqrt{\frac{3872}{2}} = \sqrt{1936} = 44$$

Let us assume that the mean product of deviation S_x be calculated with the formula

$$\frac{\Sigma dx dy}{2} \quad \text{From the table, the product of deviation } S_{xy} \Sigma dx dy$$

$$\text{That is } \frac{14916}{2} = 7458$$

$$\text{Then } r = \frac{S_{xy}}{(S_x)(S_y)} = \frac{7458}{(169.50)(50)} = \frac{7458}{7458}$$

$$= +1$$

using the formula

$$= \frac{\Sigma (x - \bar{x})(y - \bar{y})}{\sqrt{\Sigma (x - \bar{x})^2 \Sigma (y - \bar{y})^2}}$$

Substituting with the values, we have

$$\frac{\Sigma (381 - 190.50)(100 - 50)}{\sqrt{\Sigma (381 - 190.50)^2 \Sigma (100 - 50)^2}} = \frac{(190.50)(50)}{\sqrt{(190.50)^2 (50)^2}}$$

$$\frac{9525}{\sqrt{36290.25 \cdot 2500}} = \frac{9525}{90725625} = \frac{9525}{9525} = +1$$

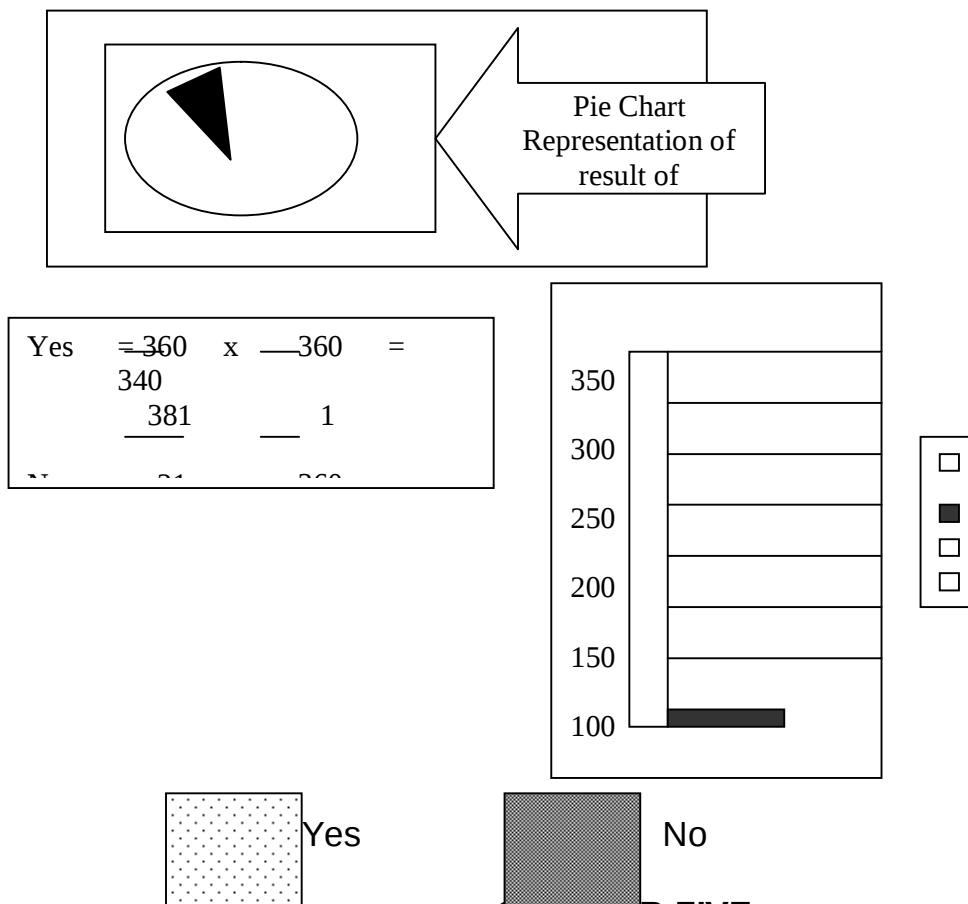
Decision

There is a perfect correlation i.e. + 1) which indicates that increased competition for human capital is the most significant challenge of globalization on human resource management.

Pie and Bar Charts Representing the Result Of Hypothesis

Number Four

The pie chart and bar chart of the result of hypothesis number four is as shown below:



CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

Having conducted an extensive research on the topic under discussion, the researcher presents this concluding chapter under the following arrangements.

51. Summary of finding

52. Conclusions

53. Recommendations

5.1 SUMMARY OF FINDING

From the preceding chapter where presentation and analysis of data were carried out, it can be observed that the results shown in that chapter as can be seen from the various analysis and test of hypotheses goes to authenticate the topic of the research work with the following findings;

1. The nations that grow most rapidly are those that have successfully increased their participation in global human resource and economic activities,
2. Multicultural concerns, cross-cultural behavior and draconian religious laws were discovered and regarded as challenges to globalization on human resource management,
3. The rapid spread of shocks and disturbances due to civil unrest and the strategy of the ðNorthô to retain economic

power in order to continue the marginalization of the
óSouthô

4. Inadequate funding was discovered as a serious defect of globalization on human resource management in the country,
5. Many human resource management centers are not computerized and there is depleted domestic or local workforce.
6. There is increased competition for human capital during this global age and this leads to the utilization of compensation strategies.
7. Increased specialization and efficiency, competitiveness and increased human resource management capabilities etc were found out to be positive effects of globalization.

5.2 CONCLUSION

The foregoing chapters have been able to highlight the significance of the topic. This goes to suggest that the research work makes a case for every organization whether privately or publicly owned to have human resource management department manned by a qualified human resource manager. Any organization without a qualified human resource manager

is bound to perform below standard and the organizations products will be at the mercy of the consumers. Since everything is going global and nuclear, human resource management should not be an exception but should rather join the trend.

5.3 RECOMMENDATION

The researcher recommends that:

- Government and organizations should provide adequate fund for the training of human resource managers to acquaint themselves with the global innovations in the field.
- A healthy work environment should be provided for workers. The government should look into these draconian religious laws take a stand and make policy statements.
- There should be an enacted law by the government compelling all organizations to establish human resource department, which must be handled by a trained and competent manager.
- The curriculum of human resource management in institutions of higher learning should be broadened to accommodate other vast area in human resource management yet undiscovered.

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APPENDIX A

Faculty of Business Administration
Department of Management
University of Nigeria
Enugu Campus

Sir/Madam,

**CHALLENGES OF GLOBALIZATION ON HUMAN
RESOURCES MANAGEMENT**

The researcher is a post graduate (MBA) student of the above named institution conducting a research on the challenges of globalization on human resource management.

You are requested to kindly tick (✓) in the box provided answers you consider appropriate to each question. Please note that all information supplied shall be strictly used for academic purpose only and must be treated in confidence.

Your maximum cooperation is highly solicited.

Yours faithfully,

Okoro, Ngozi Ijeoma

QUESTIONNAIRE

1. Name of Establishment _____

2. Sex
 - a) Male ☐
 - b) Female ☐

3. Office held (Designation)_____

4. Age
 - a) 20 ñ 30 yrs ☐
 - b) 31 -45 yrs ☐
 - c) 46 yrs and above ☐

5. Educational Qualification

WASC/GCE O level	☐	☐
ND/NCE	☐	☐
HND	☐	☐
BA/B.Sc/B.Ed/LL.B	☐	☐
MBA/MSc/MA	☐	☐
ACA/ACIS/ACIB etc	☐	☐

6. Work experience

1-5 years	☐	☐
6-10years	☐	☐
11-20years	☐	☐
21 years and above	☐	☐

7. Is there any change in the world production investment and trade system due to challenges in human resources management?
 - a) Yes ☐
 - b) No ☐

8. Does lack of encouragement of research activities and computerization affect globalization in human resource management?
 - a) Yes ☐
 - b) No ☐

9. What do you consider as the greatest challenge of globalization of human resources management in Nigeria?

Inadequate funding	[]
Inadequate infrastructure	[]

10. Can non-computerization, inadequate funding and availability of foreign expatriates and international journals be regarded as a challenge of globalization in human resources management in the country?

a) Yes []
b) No []

11. Can cross-cultural behavior and draconian religious laws can have effect on the globalization on human resources management in Nigeria?

a) Yes []
b) No []

12. Can globalization in human resource management in the country bring any positive change in the economy of the country? Yes

a) Yes []
b) No []

13. Do you subscribe to the fact that legal and institutional impediments to human resources mobility include immigration laws?

a) Yes []
b) No []

14. The strategy of the 'North' to retain economic power in order to continue the marginalization of the 'South' coupled with rapid spread of shocks and disturbances due to civil unrest can be regarded as challenges of globalization in human resource management.

a) Yes []

b) No []

15. The migration of highly skilled Nigerians to other countries where their skills are required constitute a serious challenge of globalization in human resource management in Nigeria.

a) Yes []

b) No []

16. Would you consider the declining quality of education, particularly at the tertiary levels as a challenge of globalization in human resources management?

a) Yes []

b) No []

17. Draconian religious laws introduced by some states in the country pose as a challenge in human resources management?

a) Yes []

b) No []

18. Government Policies that are not tolerant and accommodating to individual lifestyle preferences and practices can be considered as a challenge of globalization in human resource management in Nigeria.

a) Yes []

b) No []

19. Private organizations have no challenges to face as far as globalization in human resource management in the country is concerned?

a) Yes []

b) No []

20. Increased competition for human capital is the most significant challenge of globalization in human resources management.

- a) Yes []
- b) No []

21. Can increased specialization and efficiency, better quality products at reduced prices, economies of scale in production, competitiveness and increased human resources management capabilities be regarded as positive effects of globalization?

- a) Yes []
- b) No []