Human Resource Management: Functions, Challenges and the Assessment of the Methods of Enhancing Employees Performances and Preventing Industrial Conflicts to its Bearable Minimum in an Organization

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Human Resource Management: Functions, Challenges and the Assessment of the Methods of Enhancing Employees Performances and Preventing Industrial Conflicts to its Bearable Minimum in an Organization

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ABSTRACT

Management as argued by Gullick and Urwick, involves the act of "planning, organizing, staffing, directing, coordinating, reporting and budgeting". However, in order to achieve the above functions, the human is needed because management cannot practically carry out its self without people that can make it happen. That is to say, the human is needed to carry out and apply the act of planning, organizing, staffing, directing, coordinating, reporting and budgeting that is required to achieve the set goal of the organization. Nevertheless, people are important in every business organization as they are the major tools used by the organization in coordinating other activities of the organization towards actualizing the national goal. The department set aside to also manage these people and their activities in every organization is refers to as the human resources management department, and it is also seen as a branch of management that is seen as the most important branch of an organization. It is in view of the above that this paper examined the importance, functions and challenges of the human resources manager or department as a branch of management and a department of an organization. This paper adopted the human relation theory and the Maslow hierarchy of needs, as the paper emphasized greatly that workers welfare is very germane, and seen as the best method to motivate workers and increase productivity, while data are retrieved from textbooks, journals articles, and internet materials as they are used in the justification of the position of this paper. The paper finally proffers workable solutions to the challenges of conflicts in an organization. This paper also emphasizes on the fact that the certification method of selecting applicants for an interview is not the best, as many applicants with higher grade certificates are found not being able to defend those certificates during the interview.

Keywords: Management, Human Resource Management, Industrial Conflict, Manager. Motivation, Workers welfare.

1. INTRODUCTION :

Management is a universal concept that is practically practiced in every business organization, be it a profit making or service rendering organization, or even private or public organization. However, management can be practically practiced and or are found being practiced at every levels of management, be it in the upper management, middle management and at the lower management levels. For instance, management is practicalized in the upper management levels where the national decisions of the organization are made, also at the middle management levels, in other words called the line management which includes the human resources management department. The middle management where decisions made by the upper management are complemented on, and where the plan to actualize the decisions are made. Finally, at the supervisory level that ensures that such decision is practically carried out by the workers on the supervision of the supervisors.

Lumen Candela argued that many perspectives have been employed in attacking the concept management.

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Some have conceived of management as the group of people who make decisions, while others see it as a profession peculiar to this group of men (Lumen Candela, 2020) [1]. Considering the submission above, it implies that management cannot carry out its selves but can be carried out by people. Nevertheless, these people that are needed to carry out the act of management needed to be managed too, and this was why the activities of human resources management are needed in an organization. Human resource management being the most significant of the line management entails the management of people (human resources) and their activities in an organization. The word "human capital management" or human resource management connotes two concepts within one concept and it can be used interchangeably with personnel management (Babalola, 2011) [2]. It simply involves the total management of people in an organization. Personnel practice or management encompasses the activities related to the management of staffs in an organization. It is the utilization of human resources to accomplish the organizations objectives as effectively and efficiently as possible (Ogunyemi, 2002) [3].

Every organization, large or small has something in common. "They must have people to make their capital work for them". However, "some views on management revolve around vertical differentiation or creating a hierarchical view of managers. This is useful to visualize in a chart, which will be drown below, where top management is logically at the top, overseeing the entire organization. Middle managers are in the middle, acting as a bridge between upper management and certain work groups, lower managers are task or process oriented, managing functional specialists and projects" (Lumen Candela, 2020) [1]. This paper examines the functions and challenges of the human resource management, conflicts and the methods of preventing conflicts and examines the best way of getting the best out of employees in an organization.

Table 1: TABLE SHOWING THE THREE LEVELS OF MANAGEMENT

Upper	Management
Middle	Management
Lower or Supervisory Management	

2. CONCEPTUAL SUBMISSIONS :

2.1 WHAT IS MANAGEMENT

The concept management does not have a universally acceptable definition. Various scholars have been able to give their various definitions to the concept based on individual scholar's perceptions. According to Akindele, he argued that management is an effective use and coordination of resources such as capital, plant, materials and labor to achieve defined objectives with maximum efficiency (Akindele, 1997) [4]. Those factors of production, i mean the resources mentioned in the explanations of management above are the factors of production. It has been widely noted that this factor of production are land, labor, capital and entrepreneur, while the entrepreneur has been described as the first and primary resources. This entrepreneur is the one's responsible for organizing the business, haven put all other factors of production together in achieving the set objectives of the organizations be it growth of the company or profit making and or maximum service rendering. Ariyo also argued that management is a concept that is concerned with the procurement, arrangement and utilization of resources for the attainment of defined objectives (Ariyo, 1991 in Babalola, 2011) [2]. As argued in Ola, the American Institute of Management sums up Management as used "to designate either a group of functions or the personnel who carry them out, to describe either an organizations official hierarchy or the activities of men who compose it" (Ola, 2001) [5]. Management as summarized by Ola, is the practice, the strategy for using men and other facilities (Money, Materials, Equipment's etc.) to accomplish objectives (Ola, 2001) [5].

"Management in their words involves the qualities of guidance, leadership encouragement and motivation in employing subordinates and existing facilities to get some objectives satisfied". As earlier argued that the definition of the concept management depends on individual scholar's perceptions. Some scholars have seen management as a group of people who make decisions, others have seen it as a profession peculiar to group of men, and some argued that it is the practical activities of putting all resources together in a business organization to achieve set objectives. This is what we mean when we say functions of managers. Other people have seen management as an academic discipline in a tertiary institution where certain concepts, theories and ideas of management are taught. However, Gullick and Urwick (1937) [6] submit that management is the activities centered on the ammonization, and coordination of both materials and human effort toward the actualization of the organizational goal. Management is the activities that involves the

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putting and ammonizing the activities of human, materials, and other resources together, taking cognizance of the set objectives and in order to achieve such objectives. Coordinating the activities of human in an organization requires a department called the human resources department to do that. In regards to that, what then is human resource management?

3. HUMAN RESOURCE MANAGEMENT :

Based on the fact that organization does not just operate in abeyance of human, people are needed to tend and work on the machines and materials before they could be useful. The management of this people towards the judicious and profitable use of the materials is the duties of the human resource units. The staffs too needed to be managed in accordance to the rules and regulations, and towards actualizing the organizational goal as they enjoy welfarism. The above analysis is referring to as human resource management. Ogunyemi (2002) [3] argued that, personnel practice or management encompasses the activities related to people in the organization. It is the utilization of human resource to accomplish the organizational objectives as effectively and efficiently as possible. Hearthfield (2019) [7] submits that "human resource management is the function within an organization that focuses on the recruitment of, management of, and providing direction and guidance for the people who work in an organization. Human resource management involves overseeing all things related to managing an organizations human capital. Human resource or personnel management is a contemporary umbrella term used to describe the management and development of employees in an organization". As analyzed in Adeyemo, "human resource management or personnel management or administration is defined as the management role that is concerned with people at work and their relationships within the organization (Adeyemo, 2011) [8]. He went further that the major resources or personnel administration/ management have been grouped under three broad heads; personnel/human resources utilization, personnel/human resources motivation; and personnel/human resource protection". The specific functions under each head are as stated below.

Table 2: FUNCTIONS OF PERSONNEL MANAGEMENT OR HUMAN RESOURCE MANAGEMENT

Personnel Utilization	Personnel Motivation	Personnel Protection
Recruitment, Selection, Deployment, Promotion, Appraisal, Training and Development.	Job Design, Job Satisfaction, Remuneration, Fringe Benefits, Consultation, Negotiation and participation.	Working Condition, Welfare Services and Safety.

Source: Adeyemo (2011) [8].

In respect to the above table, "it is important to emphasize that the three broad functional categories are closely interrelated. The activities underutilization constitutes same kind of pre-requisites for the activities under motivation principles, and practice in an organization determine to a great extent the utilization functions. The protection function only has meaning within the context in which the utilization and motivation functions have been looked after. In other words, each function leads to the other, is logical succession-utilization, motivation and protection in that order" (Adeyemo, 2011) [8]. However, Rouse (2019) [9] submits that "human resource management is the practice of recruiting, hiring, deploying and managing an organization's employees. Human Resource Management is often referred to simply as human resources. A company or organizations human resource department is usually responsible for creating, putting into effect and overseeing policies governing workers and the relationship of the organization with its employees". Nevertheless, it is the act of employing, training, promoting, motivating and firing of employees in an organization when situations called for that. Someone is usually in charge of the above listed activities; this person saddled with the activities of carrying out the above is called the human resource manager. Who then is a human resource manager?

4. HUMAN RESOURCE MANAGER :

Human Resource Manager is that person saddled with the responsibilities of managing every activity revolving round the human and the activities of those human in an organization. This person must be inventive and innovative in nature, and must be competent in terms of managing conflict and grievances among workers. Such manager must be able to detect workers with bad mud and intra-conflict, and be able

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to deal with such issues, so that it does not affect performance of such worker and productivity, hence increase profit. Human resources manager is the person responsible for the recruitment, training and development of staff, administering salaries, pensions and benefits; and looks after the health, safety and welfare of all employees (Grandire land, 2020) [10]. Mayhew and Seidel argued that a human resource manager has two basic functions, overseeing department functions and managing employees. That's why human resources manager must be well-versed in each of the human resources disciplines-compensation and benefits, training and development, employee relations, and recruitment and selection. Core competencies for human resources management include solid communication skills, and decision-making capabilities based on analytical skills and critical thought processes (Mayhew and Seidel, 2019) [11]. Human resource manager is one of the most important managers needed in the smooth running and survival of any business organization.

5. NEXUS BETWEEN MANAGEMENT, HUMAN RESOURCE MANAGEMENT AND A HUMAN RESOURCE MANAGER :

Management which is seen as the ammonization of human, materials, and machine resources towards the actualization of the set objectives of an organization. Objectives which may be profits, utility in terms of services rendered etc. However, to realize those set objectives, human is needed to employ workers as a resource, manage the activities of workers towards achieving this objective. This human saddled with such functions is known as the human resource manager, he employs, train, pays salaries, manage workers, punish and fire workers if need be. The activities that revolves round the employment of workers, training of workers, paying salaries of workers, punishing of workers that violates company rules and regulations, managing workers generally and firing of workers when need be, is known as human resources management. However, the functions of human resources manager may not be limited to the above listed activities, as other functions will be discussed in details in the subsequent discussions. Nevertheless, less us discuss Elton Mayor human relations theory and Maslow hierarchy of needs in relations to the functions of human resource department of an organization.

6. HUMAN RELATION THEORY :

Elton Mayor (1920) is an Australian born psychologist and organizational theorist. His research was centered on the behavior of people in groups and how it has affected individuals in the work place, known as the Hawthorne studies. Peek (2020) [12] argued that at that time, Fredrick Tailor application of scientific theory in the work place was adopted to improve productivity, as its viewed individuals as machines that could work in unethical or unrealistic environments. Peek argued that Mayor in contrast, identified and propounded the idea of the "social person" which is more popularized today. It implies that organizations should treat people as individuals, not machines and with individual needs. The human relations management theory and survey signify the fact that people desire to be part of a supportive team that facilitates development and growth. Nevertheless, when employees receive special attention and are encouraged to participate in the development decisions, they perceive themselves as being important, and being part of the organization, and also perceived their work as having significance and are motivated to be more productive, which will certainly result in "high-quality work", as workers are not seen as just casual or unimportant to the survival of the organization.

However, Merriam Webster defines "human relation" as the "study of human problems arising from organizational and interpersonal relations as an industry" (Webster, 1828) [13]. Peek posits that "the definition has translated to a business approach focused on supporting employees in their career development and agency at work in addition to running a profitable company" (Peek, 2020) [12]. The first survey conducted by Elton Mayor was called the relay assembly test room survey. As expatiated in Adesola, Adetunji and Sangodapo (2007) [14] that in order to achieve greater control, the Hawthorne investigator around 1927 $ 1929 were separated from their normal department. Some small group of workers that was employed in assembling telephone relays. The group was adopted by asking two friends to choose three other friends. The social situation fostered friendly relations among the workers, while strict supervision was suspended. The condition of work such as length of rest, pauses and method of payment were varied systematically. However, productivity increased regardless of these changes, when the girls were interviewed to find an explanation for this unexpected result, they said: (1) they enjoyed working in the test room and much harder there than when they were in the factory because they felt special. (2) They

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argued that they did not regard the observers who were present in the room with them as a normal supervisor because he explained things to them and reassured them. (3) The experiment seemed to show that management was interested in them. (4) They helped each other at work and developed close relationships with each other, even away from work. They also said that they felt united and had a common purpose.

However, in conclusion, the human relationists focused more attention on individual employees, their reactions to the work situation and the people around them as well as the informal aspect of working in a group. Adesola, et al argued that "the interest in the individual was developed into a more general humanistic concern by later researchers" (Adesola, Adetunji and Sangodapo, 2007) [14]. However, there was test1 called the bank wiring room experiment, but for the purpose of this paper let us stop at test 1. In consonance with the result of the relay assembly test room carried out. It was realized that allowing workers to participate their quota into the organization, given them a sense of belonging will certainly boost workers morale to work harder, as they tend to see themselves as part of the organizations decision maker rather than seeing themselves as mere casuals or machines as argued by Tailor, and which will in turn leads to increase performances, hence increase productivity. Nevertheless, given workers sense of belonging alone will not make work faster as expected. The needs of the workers should also be taken into cognizance, as workers not well paid or allowed to enjoy welfarism while on the job may end up not given his or her best to the betterment of such organization. The needs of workers are so significant and centered to the performance of workers. Abraham Maslow propounded the hierarchy of needs and argued that the satisfaction of the first need from the bottom of the hierarchy springs up the need to satisfy the other at the top next, on and on till it's get to the topmost needs which is self-actualization in order to motivate workers while on the job (Maslow, 1943) [15]. Maslow constructed the hierarchy from the bottom to the top and listed the needs as physiological needs, safety needs, love and belongingness, esteem needs and self – actualization.

The Maslow hierarchy of needs as argued by Maslow identified five types of needs in which one from the bottom must be satisfy before the next one. However, satisfying one before the next on the hierarchy does not mean that the first one must be totally satisfying. Once it is briefly or totally satisfying one move to satisfy the next on the hierarchy. Nevertheless, one has to note that satisfying all of the needs to the topmost is not achievable on a platter of gold as there may be impediments or challenges in the process of achieving those needs. "Every person is capable and has the desire to move up the hierarchy towards the stage of self-actualization, unfortunately, progress is often disrupted by a failure to meet lower level needs, life experience such as divorce and loss of job may cause an individual to fluctuate between levels of the hierarchy" (Mcleod, 2020) [16]. Not everyone will be able to move through the hierarchy in a "unidirectional manner" but may move back and forth between the different types of needs (Mcleod, 2020) [16]. Maslow argued that human is motivated to achieve certain needs and that some needs are pre-requisite to achieving others as human basic needs are for physical survival (Maslow,1943) [15]. Nevertheless, "this needis divided into two, the first four needs from the bottom to the top is the deficiency while the needs at the topmost is the growth or being needs. Deficiency needs arise due to deprivation and can motivate people when not met. Also, the motivation to fulfill such needs will become stronger and the longer the duration they are denied. For example, the longer a person goes without food, the hungrier they will become" (Mcleod, 2020) [16].

Human basic needs are the needs that are relevant for human immediate survival, as it is the first thing that motivate human behavior. Once it is met, the next need become motivating again. The first need from the bottom is the physiological needs needed for human physical survival e.g. food, water, shelter, air, clothing, sex, sleep etc. It is in other words called the basic needs of life. If this need is not met, human cannot survive, as it is the most important needs that need to be satisfied before other springs up. Another one next the hierarchy is the safety needs which comes next to be fulfilled, e.g. protection by police, school, having business, medical care etc. It implies wellbeing in all ramification of live, freedom from fear and from want. Love and belongingness needs comes up next, after the two above is fulfilled, the need to associate, make friends become germane e.g. being part of a group, giving affection and love, affiliating to (friend, family in work place). The next is the esteem needs, the one Maslow classified as dignity, achievement, mastery, independence, the desire for reputation or respect e.g. status, prestige. Self-actualization needs is the topmost on the hierarchy and refers to the realization of a person's potential, self-fulfillment, seeking personal growth and peak experience (Mcleod, 2020) [16]. Maslow (1943) [15] argued that this level is the desire to accomplish everything that one can, and to become the most that one can be. However, the analysis

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so far signifies that every human has "basic needs they seek to fulfill, and the denial to achieve this need makes human less motivated especially workers on the job. When staffs are denied of the basic needs to their survival, it become very difficult to get the best out of them, and will invariably affects productivity. Guaranteeing welfare of workers in all ramification of lives e.g. paying motivating salaries, studying behavior of workers and settling workers intra and inter personal grievances, giving bonuses, and allowing individual workers contributions in terms of idea to the development of the organization will be the best way to get the best out of employees. Taking cognizance of all of the above is expected by the human resource manager as part of his functions.

7. FUNCTIONS OF HUMAN RESOURCE MANAGEMENT OR MANAGER :

Human resources department of an organization is usually saddled with numerous functions, as this function constitute the fundamental functions of the human resource manager. However, in this article, those functions have been classified into five. (1) Employment and Training Functions, (2) Workers Welfare Functions, (3) Company Policies, Rules and Regulation Protection Functions, (4) Labor Relations and Joint Consultation Functions, (5) Conflicts Resolution Functions.

Employment and Training Functions: It is the duties of the human resource manager to carry out every activity that has to do with employing or sourcing for the right personnel to occupy vacant spaces in the organization. To achieve this, advert is placed either on the internet or in the newspaper after which sorting of relevant and qualified applications is done, and to ascertain that only the qualified applicants will attend test and interviews. This has to be done sometimes by liaising with and tapping the source of labor supplies. It is also the duties of the human resource manager to prepare, maintain personnel's records and statistics. They train and educate workers by organizing courses, seminars, workshops and shows.

Workers Welfare Functions: workers after being employed are expected to work based on agreement to the satisfaction and development of the organization. However, as workers are doing that, workers need too, have to be met by the organization. That is, guaranteeing the welfare of employees in all ramifications of live. To motivate workers to work efficiently, salaries needs to be paid regularly and as at when due, bonuses, allowances, fringe benefits, healthcare arrangement and provision for the prevention of accident, as compliance with company health act is met. They also settle workers intra and inter grievances.

Company's Policies, Rules and Regulation Protection Functions: workers are not just allowed to work based on discretions, as there are policies rules and regulations to be met or according to which workers conducts, or to which activities on the job must be guided. Human resource managers ensure that employees does not violate this policies and rules, as they (human resource managers) are saddled with the responsibility of punishing law breakers, and less efficient employees by reducing their salaries and bonuses for more severe offences, hot stove approaches or progressive discipline like sending them to died end, that is for those companies with branches in some remotes area of the country. Sending them to died end implies sending them to a branch in a very remote area to serve as punishment. Sometimes suspension, loss of promotion and reduction in rank is given as punishment to awake the spirit of such workers and boost workers morale.

Labor Relations and Joint Consultation Functions: it is the duty of the human resource manager to sets up joint consultative committees and ensures that the results of the joint consultative bodies are disseminated in the organization. The human resource manager also encourages, and ensures the upholding of harmonious labor relations.

Conflicts Resolution Functions: sometimes misunderstanding broke out among workers, while some other workers tend to be moody while on the job. It is the duty of the human resource manager to settle disputes among workers and psychologically study the moods of workers to ascertain any workers with intra-violence and quickly call them, in order to liberate such workers mind and spirits so that it does not affect the performance of such workers as it will invariably affects companies productivity, hence less profits. Human resource managers also manage or resolve clashes between labor union and the company's admin in case where union exist. Human resource managers functions is not limited to the above as other functions which is not identified here may be performed by the human resource managers. Mayhew and Seidel (2019) [11] posits that the "human resource manager has two basic functions; Overseeing department functions and managing employees, and this is why human resource manager must be well-versed in each of the human resources disciplines such as compensation and benefits, training and development, employees relations, and recruitment and selection".

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8. CERTIFICATION METHOD OF SELECTING APPLICANTS FOR JOB INTERVIEWS: HOW BEST?

It is expedient to note that the method of selecting or shortlisting applicants applications for interviews on the bases of certification grades by the human resources managers is not a good method of selecting the best candidates for the jobs, as some times the human resource managers or associates end up screening away the best candidates for the jobs while the incompetents applicants are end up being selected to do the jobs. Looking at certificates grades in selecting candidates most of the time end up becoming a faulty methods of selection as research and reality has proven that many graduates with a very good grades are mostly not being able to defend such certificates, especially in Africa's and Nigeria where the educational system has been bastardized and made to be corruptible. The fact that many graduates with this higher grade got them through back doors, such as bribing of lecturers, another thing is being relatives to some lecturers as undue marks are awarded to them, while other had theirs through having a secrete sexual affairs with lecturers. These non-reputable acts are in its climax mostly in African's universities. However, research and reality had shown that so many graduates with lower grades got such grades due to challenges faced while in the universities e.g. lack of capital to sponsored his or her (students) academic career, lack of standby sponsors to students, grog with lecturers etc. may be the students challenges while in the university, and may be the reasons for their lower grades. Such students when considered for interview may end up performing better in the job interview and while on the job. Some of them had become great business men and women, or leading in their various professions. For example, Bill Gate who dropped out of college as a law student to his parents dismay in 1975 has now become a great business man as he pursue his career fervently in computer system. He owned and invested in so many businesses including health care. He is indeed a great entrepreneur (Biography.com editors, 2020) [17].

Another good example is the late Gani Fawehinmi, a Barister who was honored for fighting against human rights in Nigeria. He was a great lawyer and a role model to so many African's lawyers. When his father died after he was admitted to read law in Holborn college, university of London in 1961, his source of income become crippled as he embarked on menial jobs to survived which in-turn affected his academic life while he graduated with a pass in the university, not even a third class degree. However, he was celebrated as the best lawyer in Nigeria during his time and till his death in 2009 (Ogunsola, 2018) [18]. Many graduates with similar challenges of lower grades had been denied of their opportunity to exercise their knowledge and academic skills as they are being screened out during selection periods by the human resources associates.

9. EXTRACTING THE BEST OUT OF EMPLOYEES :

Most organizations in the world mostly subject to the American system of administration that depict the flow of power from the top hierarchy to the lower hierarchy, a system where all decisions were taken by the top level management while the lower level management is expected to carry out those decisions as instructed. Lower level workers are seen as just robot who only work based on instructions as workers initiatives are not allowed, seeing them as just a machine that has no better idea that can lead to the growth of the organization is not good enough. Most of the Africa's, Asia, Europe and the Western States adopted such system. However, the faulty idea of seeing workers as just a machines who had noting in terms of idea to contribute to the development of the organization is a deceptive idea that is not good enough, as most workers are highly rich upstairs in business idea and skills that may lead to the development of the organization if allowed to take part in the company decision making. It is a factual that no human is useless when it comes to ideas, as certification may not be the determinant for initiatives. Nevertheless, the Japanese system of administration has proven the American system wrong as the Japanese system allows for the flow of power from the bottom to the top administration in an organization. When a problem raged in an organization, under the Japanese system, the top management summon the lower level workers to identify the problem, digest it and develop a method of getting solution which will come in form of recommendation letter passed to the top management, the letter which the top management is expected to critically accessed, select the important one out of, and complemented on it after which it is applied in solving such identified problems (Kippenberger, 2002) [19]. This system is called "Ringi Sho" and the recommendation letter prepared by the lower level workers is called "Ringi Sei" (Ala et al, 1999) [20]. In Japan, this system had greatly worked for the Japans as their product had been able to compete favorably

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with the American product in the world market. The system had been applied by other Asian Tiggers. Another method is applying the sarvodaya of Mahatma Gandhi. Gandhi propounded sarvodaya where he submits that to ensure growth, development, progress of all and guaranteed welfare of all in the state (Altruism) moral up-liftment needs to be given to the rich while material up-liftment needs to be given to the poor. Here, welfarism is the key. Sarvodaya is a political theory but can be applied in a business organization by giving orientation to the top managers who are the principal officers on how to be democratic and accommodative to the lower level workers in such a way that workers are allowed to contribute their own initiative to the development of the organization and giving material up-liftment to the workers in terms of good pays and other motivating benefits (Gandhi, 1942) [21]. This will not only call for workers happiness, but will also increase productivity. To get the best out of workers in an organization, then it is germane for every organization to move a bit far from the ideas of the classical Economist school of thought that existed in the 18th and 19th centuries. Classical economist such as Adam Smith, David Ricardo, Thomas Malthus, John Stuart Mill, Jean Baptiste Say etc. All centered there argument on free market enterprises (Young, 2019) [22]. A place where the force of demand and supply will determine prices and with lack of government interference in production and distribution of goods and services. It is referring to as the capitalist system. Nevertheless, the argument of this school of thought is that laborers are just robots who are expected to work in the factory base on instructions and be paid a starvation fees without any consideration for their welfare. Workers as seen by the classical school of thought were starved as their efforts put into production does not commensurate with their pay and are not given room to air their opinion or grievances as they work under force and subjugation.

However, after 1880s and 1890s, the writings of German philosopher Karl Marx had emerged to challenge the policy prescriptions of the classical school (Young, 2019) [22]. Marx decline the idea of seeing workers as mere machines that deserved starvation fees, as Marx sees the welfare of workers as paramount, as workers (The proletariat) needed to be protected against the bourgeoisies exploitations. Marx concluded that capitalism is self-destructive and that when the exploitations of the proletariat by the bourgeoisies get to its climax, or "apogee" the proletariat will revolt against the capitalist and take over the mantle of administration. Even though the revolution of Marx had hardly come to past, however, it has made great influence on the world economic and system of administration (Marx, 1848) [23]. Corroborating Marx ideas John Maynard Keynes in 1930s and 1940s put forward more critical arguments against the classical school of thought as he objected the system of free market and call for more central government control of the economic affairs (Cited in Young, 2019) [22]. To wrap it up, getting the best out of employees can only be realize through guaranteeing welfare of the workers. AB Micro Finance Bank Nigeria is a good example of organization that greatly guarantees workers of their welfare. The human resource managers need to be on their toes in ascertaining employees' welfare in all ramifications, and in such a way that the managers seek workers happiness at all-time taking cognizance of the fact that a hungry man is an angry man. Marx emphasized that material being of human will determine its consciousness, meaning when workers are treated well in an organization, they will work to the best of their ability, hence increase productivity and huge profit.

10. CHALLENGES FACED BY HUMAN RESOURCE MANAGERS IN CARRYING OUT THEIR DUTIES :

In the process of carrying out human resource functions, the managers are always faced with some problems. Smritichand (2019) [24] argued, they are recruitment and selection, emotional and physical stability of employees, balance between management and employees, training, development and compensation, performance appraisal, dealing with trade union.

- **Recruitment and Selection**: Finding or searching for the qualified or suitable candidates among the large numbers of applicants has always being a serious problem to the human resource managers. Human resource managers need to make suitable changes from time to time in the selection process, and ensure that the candidates meet the requirement.

- **Emotional and Physical Stability of Employees**: Given suitable salaries and wages plus bonuses is seen not to be enough this day. "The human resource manager should maintain proper emotional balance of employees". They are expected to understand the feelings, attitudes of employees and do something to

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make them happy or motivate them when this is required, and in order not to affect their performance, hence low productivity.

- **Balance between management and employees**: It is the duties of the human resources manager to balance the interest of management and that of employees as soon as possible. Profits, commitments, cooperation, loyalty and sincerity are the factors expected by the management, whereas, better salaries and wages, safety and security, healthy working conditions, career development, and participative working condition are the factors expected by the employees from the management. Balancing the interest of both sides has always been a serious task to the managers.

- **Training, development and compensation**: it is also the duty of the human resource managers to plan the execution of training programs and managerial development program is also required to be under taken to sharpen and enhances the skills, and to develop knowledge of employees. The payment of compensation in terms of salaries, bonuses, allowances and incentives should commensurate with workers performance. A word or letters of appreciation is also to be given if some of them have done their jobs beyond expectation to keep their morale high.

- **Performance Appraisal**: the human resource manager should not consider this routine process. If employees are not getting proper feedback from them, it may affect their future work. The human resource manager should apply a scientific appraisal technique according to changing needs and quality of it should be checked regularly.

- **Dealing with trade union**: the human resource managers will need to handle the union members skillfully as they are usually the people who oppose the company policies and procedures. The managers must skillfully match the demand of the union and interest of the management.

11. CONFLICTS AND CONFLICTS RESOLUTION IN AN ORGANIZATION :

Peace does not totally mean absence of conflicts. Nevertheless, a situation where there is conflicts between fellow workers or between workers and company management signifies conflict on one hand, and a situation where workers are not emotionally balance, suffering from the basic needs (Lack of welfarism), or where there is high rate of industrial accident without any protective measures taken by the management to forestall the re-occurrence of such accident and lack of welfare in the organization, then there is certainly conflicts in the organization. However, industrial conflicts are referring to as industrial disputes. As define in the trade union's Decree 1973 (LS 1973- Nig 1). It is seen as any dispute between employers and workers or between workers and workers which is connected with the employment or non-employment or the terms of employment or the condition of work of any person (International Labor Organization, 2014) [25]. Nevertheless, sometimes industrial strikes are equated with industrial conflicts, because strike are always used as the practical demonstration of workers grievances and conflicts, sometimes it could reflect in form of peaceful protest, while it should be noted that the absence of strike and protest does not implies the absence of industrial conflicts. Industrial conflicts according to the Industrial Disputes Act of the UK, 1947, Section 2 (k), "Industrial disputes means any disputes or difference between employers and employees, or between employers and workmen or between workmen and workmen, which is connected with the employment or non-employment or terms of employment or with the condition of labor of any person" (Cited in Essay UK, 2018) [26]. Wokoma argued that industrial conflicts are the discords that occur when the goal, interest or values of different individuals or group in an industrial setting are incompatible (Wokoma, 2011) [27]. Nevertheless industrial conflicts, can be seen as the totality of all forms of grievances expressed by workers or employees which could be intra-conflicts (within one selves, simply emotional imbalance), or inter-conflicts (misunderstanding or conflicts between workers themselves or between employees and the management) which may result to protest or strike in an organization. Nevertheless, one of the major pre-occupation of industrial relations system is to ensure that there is absence of conflicts in a work place. Despite these effort by the industrial relations system conflicts in work places seems inevitable. A professor of management, Flippo B. Edwin once observed thus: "a total absence of conflicts would be unbelievable, boring, and a strong indication that such conflicts are being suppressed" (Cited in Atapia, 2012) [28]. A conflict is a natural phenomenon that occur among human, that is to say the relationship of men with one another is naturally characterized by conflicts. However, what are the causes of industrial conflicts.

12. CAUSES OF INDUSTRIAL CONFLICTS :

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An industrial conflict does not just happen, some factors are responsible for the occurrence of conflicts in an organization, and these factors are classified into "internal and external factors".

INTERNAL FACTORS :

• Seeing workers as just a robot: In an organization where workers are not given room to contribute their initiative to the growth of the company, where workers are seen as mere machines and unimportant, workers tend to be unhappy, dull as they see themselves as not being recognize by the management which may mostly cause intra-conflicts and may affect workers morale to work herder as it causes intra-conflicts as well.

• Organizational Policy, Promotion and Hours of Work: Sometimes management introduces and imposes new policies on the workers without proper consultation and agreement between the management and the labor union, especially one that affect the welfare of the employees or workers. This does not only affect work but also create a "state of an amorphous industrial relations system". Nevertheless, undue delay of workers promotion especially when they merit it may lead to industrial conflicts. Another thing is hours of work, when hours of work is too long without a pay or allowances that commensurate with such longer time, work may become unattractive and boring and may lead to industrial conflicts in an organization.

• Size of the organization and wages and salaries: The largeness of an organization sometimes makes human relations and disseminations of information's very difficult, as rumor usually prevails and may lead to industrial conflicts. Salaries and wages are the most prevalence causes of industrial unrest in the world, both in the private or public organization. "poor pay, miscalculation of pay, delay of payment, poor method of payment, abnormal deductions, poor incentives may incite workers into protest against the management" (Adeyemo, 2011) [8].

• Poor communication and the nature of job: Communication is a very important factor in an organization as it is the life blood of any organization. One's there is poor communication; it may create industrial conflicts between company management and employees. "Matters that would have been resolved amicably would then leads to serious conflicts". Another thing is the nature of job. Companies like the production company that employs casual workers to do the major works with a very poor pay and with the repetition of same roll every day or routine jobs makes work become monotonous as workers may get being fatigue and sometimes springs up industrial conflicts. Others are wrongful dismissal of workers, unnecessary or unexpected retrenchment and lack of good health facilities and other benefits due for may lead to industrial unrest.

EXTERNAL FACTORS :

Some factors that are not in the immediate environment of an organization may cause industrial conflicts too. They are thus:

Government policies: Some government policies seem to be very hostile to workers in an organization. E.g. are the policies of Nigerian government to force all academic staff union of the Nigerian universities ASUU to register for a newly designed salaries payment template IPPS that is not peculiar to the university system world -wide, and cannot work in the university system. This had spring ASUU into embarking on strike actions for over two months now. Other policies could be embargo on employment, freezing of salaries and decisions by the government that may affect workers welfare. Increase in the price of petroleum may affect the spending of workers monthly to the extent that it may lead to strike in their work places.

Technological Advancement: The introduction of new machines or computer in an organization may cause the retrenchment of some workers, as machines may take up the rolls that would have been perform by many workers at a time which now renders many workers useless, and may lead to industrial conflicts.

13. TYPES OF INDUSTRIAL ACTION :

Method of expressing grievances by workers in an organization is numerous in numbers as shown below.

STRIKES: This is the unanimous decision of workers to leave work completely. It may be temporary or permanent stoppage of work until the issue is resolved.

ABSENTEEISM: Workers while they are not happy with the policies of their organization may be absent from work on flimsy excuses.

BOYCOTT: Sometimes workers will be in their work place with the unanimous decision to boycott work as a method of expression of their grievances.

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THE SIT IN AND LOCK OUT: On the sit in, the workers take complete possession of the whole organization as at that time and threw out the members of the management to show their grievances. The lock out is the opposite of the sit in, here workers are locked out side by the management, as they are not allowed to go in and work.

INCREASING WASTAGE: Sometimes workers embarked on this method to distort the smooth running of the production process as workers deliberately damage raw materials that would have been use to create more product. This invariably affects outputs and reduces profits. This method may not be quickly open to the management as management need to be very observant to the reactions of workers especially when new policies affecting workers is introduced.

SABOTAGE: Sabotage is popularly use by workers to express their grievances. This is done when workers abandoned work on a flimsy excuse of visiting the clinic, or when workers remove part of a machine in order to keep it mal-functioning or not functioning. This system is primitive in nature and is known since the early stage of industrial development in Europe, known and practiced world-wide. Others are the GO SLOW, THE WORK TO RULE, And THE OVERTIME BAN METHOD etc. of expressing grievances by the worker in an organization.

14. THE METHODS OF CONFLICTS RESOLUTION IN AN ORGANIZATION :

There are various methods of resolving conflicts in an organization, thus:

MEDIATION: This system is diplomatic in nature and is mostly used by many organizations even in settling disputes amongst countries world-wide. It attempts to settle a dispute by assisting the parties to reach a voluntary agreement. The ultimate decision is made by parties themselves.

ARBITRATION: A panel may be set up purposely to settle lingering conflicts between people or groups.

FACT FINDINGS: "It is a mid-point between mediation and arbitration. The controversy is referred to a group of distinguished and impartial person who enquire into the merits of the issues and makes recommendations for settlement. While the recommendations may not be binding on the parties, they are intended to serve as a focus of public opinion and of pressure from government authorities and thereby to pave way for agreements"

ADJUDICATION: This is the involvement of courts be it industrial court in the settlement of industrial disputes. The settlement could be taken up by administrative tribunals set up to handle labor and management disputes.

JOINT CONSULTATION: "This is a meeting between management and workers in which the approach to matters under discussion is primarily functional where the groups' represented are thought of, not in terms of bargaining strength but in terms of their work and their ability for matters being considered. The main task here is to exchange information and consider suggestions and or proposals on basic, not so divergent but nearly differing viewpoints".

COLLECTIVE BARGAINING: This is a way of bringing the two parties in conflicts e.g. the management and the workers together to seek an agreement over procedural and substantive issues in industrial relation. "The procedural rules are those governing the making of other rules. In other words, they relate to methods, processes or steps involves in the making of other rules".

15. PREVENTING INDUSTRIAL ACTION AND CONFLICTS :

It is germane to note that industrial conflict is inevitable in an organization because it is a natural phenomenon that can never be totally prevented from happening, however, industrial conflicts can be prevented to its bearable minimum as preventing it from happening is better than resolving it when it has happened. The saying that prevention is better than cure. Nevertheless, below are some of the measures that can be taken in preventing industrial conflicts in an organization.

WIDER CONSULTATION: This method will certainly and practically prevent industrial conflicts when applied in a company. This system encourages the management to make wider consultation and involve lower level employees in the making of policies, rules and regulations governing the organization, especially policies that will affect workers welfare and company code of conduct and work rules. This should be permanent decisions, not only when conflicts broke out only.

WELFARISM AND ENCOURAGEMENT OF WORKERS: This implies that the management should endeavor to do things that will always call for individual workers welfare e.g. provision for and against industrial accident, payment of salaries on time, fringe benefits, bonuses, giving awards to the best workers

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at the end of the year, yearly profit sharing as it is presently done in AB Micro Finance Bank Nigeria. Etc. All this should be a permanent thing in the company, not as a measure of resolving conflicts after it has happened.

PEACE BUILDING TRAINING AND DEVELOPMENT: Companies must embarked on the idea of sending workers constantly on peace building training and development where workers will be equipped with skills and ideas of keeping peace and avoiding conflicts between their fellow workers and the management, and encourage them on how to share their grievances with their senior boss. This training should not be limited to the senior officers only, but should be extended to the lowest level staffs of the company as this will not only prevent industrial conflicts but also increase productivity.

EASY APPROACHABILITY OF THE MANAGEMENT: The workers should be encouraged to always visit the management to share any of their grievances instead of sharing or grumbling between themselves as workers should be informed that the management doors are always open for complaints by the workers. Boxes should be made available where workers can write and drop letters in regards to any issues affecting them on the job.

DEMOCRATIZATION AND INDIVIDUAL INITIATIVE ALLOWED: The best leadership style to be adopted in any organization is the democratic leadership style. This will not only allow for individual workers initiative, and allow workers to take part in decision making and problem solving, as workers will not be seen as mere machines, but very important officials that is needed for the progress of the organization. Doing this will make workers feel good seeing themselves as part of the organization, as they will always want to give their best to the betterment of the organization.

16. CONCLUSION :

Human resources management is a very important task in any organization, the fact that company cannot operate in abeyance of human. However, this human needed to be sourced for, managed and guided against violating company's rules and regulations. The department saddled with the responsibility of carrying out the above-mentioned activities is the human resources department. It is very germane to note that guaranteeing the welfare of these workers in all ramifications should be seen as a child of necessity, as it will extract the best out of the workers and enhances productivity in an organization. Preventing industrial conflicts is a must and a strategy to be adopted in all organization as it will relegate the occurrence of industrial conflicts and enhances performances in an organization, hence increase productivity and profits.

17. DEDICATION :

This paper is dedicated first to the Almighty God, to my late mother Mrs. Racheal Osewa, to my good father Mr. Sunday Osewa, to my lovely wife Mrs. Oluwaseun Osewa and finally to my boy Israel Akolade Osewa.

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