

## PROACTIVE HUMAN RESOURCE MANAGEMENT AND THE PERFORMANCE OF THE PRIVATIZED ORGANIZATIONS: EVIDENCE FROM SELECTED NIGERIAN ORGANIZATIONS.

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### ABSTRACT

*Human resource management (HRM) practice and knowledge of the factors that impact on the practice in Nigeria has become increasingly critical to the way businesses are operated in the country and ultimately the success of the business. Consequently the paper aims to examine if the application of proactive human resource management in recruitment and selection of employees enhances the performance of the selected privatized organizations. Survey design was used for the study. Eighty nine Privatized organizations formed our population. Thirty one organizations with 71 291 staff were sampled for the study. From the 71 291 staff, 653 served as respondents for the study. Data was collected by questionnaire structured on a 4 point Likert scale. T-test statistics revealed that the application of proactive human resource management in recruitment and selection has neither enhanced employee competencies nor enhanced the capacity of the Privatized organizations to engage in global business competition.*

**Key Words: Proactive, Human Resource, Management, Performance Privatized, Organizations**

## 1. Introduction

Practice of human resource management (HRM) and more prominently knowledge of the factors that impact on the practice of HRM in Nigeria has become increasingly critical to the way businesses are operated in Nigeria and ultimately their success. Hence, the knowledge and practice of this concept cannot be detached from local values, customs, and the overall external cultural environment. HRM as a concept was introduced into the Nigerian literature in 1940 during the colonial era (Fajana, Owoyemi, Elegbede & Gbajumo-Sheriff, 2011). Ever since then, the concept has witnessed some tremendous changes specialization by lack of professionalism and specialization. Socio-cultural diversity has been implicated as one of the different challenges facing HRM practices in Nigeria. In order words HRM practice is characterized by over reliance on culture, language, religion, gender and educational qualifications as a basis for determining who get employed. HRM as currently practiced in Nigerian is a convergence of western-inspired approaches, with the evidence of cultural and institutional influences with no regard for Nigerian culture (Owoyemi, Elegbede & Gbajumo-Sheriff, 2011). More so globalization of business is having a significant impact on human resource management practices consequently, the need for a proactive human resource management in managing organizations in Nigeria, in particular the Privatized organizations has become germane.

### *1.1 Statement of Problems*

Human resource management as an evolving paradigm in management has gone through countless mutations. It has been viewed by different people in different ways. This perhaps is the reason for organization's and people's attitude towards the concept in our environment. This view was shared by authors such as Fajana, Owoyemi, Elegbede & Gbajumo-Sheriff (2011) who state that whereas the management of people is mostly associated with HRM, the definition, parameter and context are contested by different writers. They also remarks that all these distinctions have contributed to the fundamental differences in understanding and defining of human resource management practices. Therefore, they warned that HRM should not be incorporated within a single model, but rather adequate emphasis should be on understanding human resource management issues, which will assists practitioners, authors, managers and Organizations in developing and implementing HRM policies and practices that will be productive and make businesses gain and sustain a competitive advantage. Igwe, Onwumere & Egbo (2014) points out that since the early 1980s, the field of human resources management has been in a state of rapid transition. They observe that as the world continues to experience profound changes; HRM practices are revolving. Thereby giving rise to differing definitions, meanings and interpretations to suit the new situation.

Specifically HRM has not gained reasonable attention within the Nigerian business lexicon and there is the absence of clear understanding of the concept. This view is collective with Bukar, Shehu & Idris (2012), who remark that problems of clear understanding of Human Resource Management in both Nigerian public and private Organizations contribute to the wrong utilization of available human resources. A more recent problem emanating from current human resource usage in the name of outsourcing and casualization, is the absence of stake, commitment and loyalty of the worker. Succinctly put, an outsourced or casualized worker has no stake or commitment and displays no loyalty to the Organization he works for. According to Okenwa (2010) such worker would not hesitate to collaborate with outsiders to defraud the organization at the slightest opportunity. It is on this note that the study seeks to find out whether applying proactive human resource management will help overcome these problems and improve the performance of the privatized organizations in Southern Nigeria.

### *1.2 Objectives of the Study*

The paper seeks to achieve the following objectives to:

- (i) examine if the application of proactive human resource management in recruitment and selection of employees enhances competencies in the Privatized organizations in Southern Nigeria.
- (ii) determine whether the application of proactive human resource management enhances the capacity of the Privatized organizations in Southern Nigeria to participate in global business competition.
- (iii) determine the relationship between application of proactive human resource management and level of profit in the selected Privatized organizations.

### *1.3 Research Questions*

Have the application of proactive human resource management in recruitment and selection enhanced employee competencies in the privatized organizations?

*Did the application of proactive human resource management enhance the capacity of the Privatized Organizations to participate in global business competition?*

*What relationship exists between the application of proactive human resource management and level of profit in the selected Privatized organizations?*

### *1.4 Hypotheses*

- (i) The application of proactive human resource management in recruitment and selection has not enhanced employee competencies in the Privatized organizations in Southern Nigeria.
- (ii) The application of proactive human resource management has not enhanced the capacity of the privatized organizations to engage in global business competition.
- (iii) The application of proactive human resource management has not increased the level of profit in the selected privatized organizations.

### *1.5 Scope of Paper*

This paper considers only those organizations Privatized between 2006 and 2015 in the Southern Nigeria - South-East, South-West and South-South Geopolitical zones. The study took into consideration the dynamic nature of the environment in which these organizations were operating as well as management issues pertaining to the ability of organizational managers to keep employees at par with changing knowledge, technology and management techniques.

## 2. Literature Review

### 2.1 Proactive Concept

Human resource strategy is concerned with those decisions, which have a major and long-term effect on the employment and development of people in the enterprise, and on the relationships, which exists between the people and the enterprise performance. HR strategy exists to support the achievement of the business strategy and the support is both proactive and reactive (Balkin & Luis, 1990). Proactive in the sense, that it suggests how organizations can maximize the added value provided by its human resources to achieve its objectives. A proactive approach will identify the human resource strengths of the organization so that business strategies can be created which take into account how these strengths are utilized and developed.

Being proactive, means anticipating and preparing for all possible outcomes, not controlling your future (Krystle, 2007). The American Heritage Dictionary of the English Language (2013) defines proactive as acting in advance to deal with an expected difficulty; anticipatory situations.

Bass (2015) writes that proactivity means anticipatory behaviour which encompasses taking control of situations and initiating actions to make changes. He comments that a proactive stance, as opposed to a reactive one, involves acting in advance of a future situation rather than simply responding to a situation that has already happened. A proactive action is a change agent that can improve almost any situation by initiating positive change using positive synergy specialization by patience and commitment to transform the frame of reference from weak and ineffective resource to an efficient productive resource. Root III (2015) says being proactive means creating a set of goals for oneself and taking necessary steps to make them happen. It is a paradigms shift from reactionary tradition, rather than react to issues, causes issues to happen based on value orientation.

### 2.2 Proactive Human Resource management in Recruitment and Selection: Implications for enhancement of Employee competencies in Organizations

Proactive human resource management in recruitment and selection involves understanding the intricacies of future personnel requirements, and then developing job listings that bring in candidates that the company will need for company growth. It as well includes the need for international expansion and the need to fill positions in new business ventures that the company has never needed before. All this proactively creates a stable foundation for supplying talent during the growth phases of the company. To achieve this, the human resources group needs to become familiar with company growth plans in order to determine what kinds of positions will be filled. *Lister (2015) remarks that a proactive recruitment strategy lays emphasis on anticipated future changes in business staffing needs. This can manifest in several ways, including keeping promising job applications on file to provide a ready pool of prospective workers as well as conducting rolling interview cycles to keep a constant flow of new employees entering organizations. Proactive human resources are the strategic development of plans for recruiting, selecting, managing and motivating people. Proactive recruiting means crafting specific plans for recruiting employees who are the best fit for organization. Proactive HR management processes include development of effective compensation programmes that pay people fairly and competitively. They also include management approaches that are known to motivate employees to deliver optimum performance on a regular basis (Kokemuller, 2016).*

### 2.3 Proactive HUMAN resource Management and Enhancement of the Capacity of an Organization to Participate in Global Business Competition

In today's world, global competition is the basic element to define firms' strategies. This is because industrial economy from experience is moving toward a knowledge economy. All researchers and practitioners are aware of the advantages and disadvantages of a competitive work environment and try to find ways for adapting to competitive conditions. These efforts have mostly focused on human resource management practices in the last two decades especially with the emergence of strategic human resource management approach (Burma, 2014). From another perspective, business competitiveness is a recurring theme examined by academicians, consultants and practitioners. The frequent and uncertain changes, greater competition between firms, the need for continuous innovations, quality enhancement and cost reduction force companies to face the challenge of improving their competitiveness and consequently their performance. This realization has propelled SHRM as a major field of study and the renewed interest has facilitated the development of newer approaches in managing organizations and human resource (HR), (Wright, Gardner, Moynihan & Allen, 2005). Chen and Huang, (2009) emphasizes that human and their collective skills and experience, coupled with their capacity to deploy these in the interests of the employing organization, is known as making a significant contribution to organizational success and as constituting a major source of competitive advantage. Effective HRM strategy systematically organizes all individual HRM measures to directly influence employee attitude and behaviour in a way that leads business to achieve its competitive strategy (Huang, 2001).

Kelliher and Perret (2001) point out that the management of HR of the firm should be aligned with the overall corporate strategy so as to obtain a competitive advantage and thus achieve superior performance. Armstrong and Baron (2004), observe that people and their collective skills, abilities and experience, coupled with their ability to deploy these in the interests of the employing organization, are now recognized as making a significant contribution to organizational success and as such constitute a major source of competitive advantage to such organizations. Chan (2010) states that the role of the Human Resource Manager is evolving with the change in the competitive market environment and the realisation that human resource management (HRM) must play a more strategic role in the success of an organization has ushered in a new dimension in its management. organizations that do not put stress on attracting and retaining talents may find themselves in dire consequences, as their competitors may be outplaying them in the strategic employment of their human resources (Chan, 2010).

Al-Rfou and Trawneh (2010) observe that HRM practices can be an important source of competitive advantage by creating both cost leadership and differentiation. They claim that Firms can achieve cost leadership through the use of effective HRM practices. HRM-related cost associated with recruitment, selection, training, compensation, and so forth comprise a significant portion of a firm's expenditures. Gerhart (2002) suggests that the skills and motivation of a company's employees and the way they are deployed can be a major source of competitive advantage.

#### *2.4 Proactive Human Resource Management in recruitment and selection and Profitability Level of Organizations*

Recruitment and selection form a major part of an organization's overall resourcing strategies, which identifies and secures people needed for an organization to survive and succeed in the short to medium-term (Elwood & James, 1996). Whereas the basic purpose of recruitment is to create a pool of suitably qualified candidates to enable the selection of the best candidates for the organization, by attracting more and more employees to apply in the organization, the basic purpose of selection process is to choose the right candidate to fill the various positions in the organization (Gamage, 2014).

Available evidence indicates that there is a positive and significant relationship between recruitment and selection and the performance of an enterprise (Gamage, 2014). Sang (2005) discovered a positive association between recruitment and selection and business performance. There were also positive results between recruitment and selection and performance (Ichniowski and Shaw (1999); Katou & Budhwar (2006); Wright, Gardner, Moynihan & Allen, (2005). Other studies such as Syed and Jama (2012) have equally shown that implementing an effective recruitment and selection process is positively related to organizational performance. The use of the proper selection device will increase the probability that the right person is chosen to fill a slot. When the best people are selected for the job, productivity increases. Little wonder that Terpstra and Rozell (1993) reported of a positive association between the extensiveness of recruiting, selection test validation and the use of formal selection procedures and firm profits. Similarly, Rauf (2007) discovered that sophisticated recruitment and selection procedures are positively related to performance in organizations.

A study by Chanda, Bansal and Chanda (2010) in India shows that recruitment and selection in strategic integration is positively related to market share, sales growth, profit growth, employee productivity and employee satisfaction. Lewis (2003) argues that through integration with business strategies, recruitment and selection help achieve strategic goals and enhance organizational performance. Effective recruiting and selection processes lead to better company results. The quality of products and service is improved when the best employees are hired and retained. Financial success improves when the best people are identified, hired, trained and retained and the organizations grow in term of market share, profit level etc.

In a study carried out in Britain by Wright, Gardner and Moynihan (2003) on the impact of HR practices on the performance of business units using a predictive design with a sample of 50 autonomous business units within the same corporation, it was found that both organizational commitment and HR practices are significantly related to performance. Asif Khan (2010) in another study on effects of human resource management practices on organizational performance in Oil and Gas Industry in Pakistan, using public and private sectors firms. It was discovered that a positive and statistically significant association exist between Human resource management practices and organizational performance. Harel and Tzafrir (1999) in a study on public and private sectors organizations in Israel, found that HR practices had positive relationship with firms' performance.

Rawashdeh and Al-Adwan (2012) carried out a study in Jordan on the impact of human resource management practices on corporate performance in Jordanian commercial banks. The results reflected a positive and statistically significant association of recruitment and selection, compensation and rewards with corporate performance, where training and development had showed a negative association with corporate performance. Asuinura and Boohene (2011) stressed that human resource management practices, particularly recruitment and selection, performance appraisal, remuneration, and training and development have positive effect on firm performance. Gbolahan (2012) examined the impact of human resource management practices on organizational performance in Nigeria focusing on Ecobank Nigeria Plc in the last five years. The result of the study indicates a positive and statistically significant association of Ecobank's human resource management practices with organizational performance.

Recruitment and selection can play a pivotally important role in shaping an organization's effectiveness and performance, if work Organizations are able to acquire workers who already possess relevant knowledge, skills and aptitudes and are also able to make an accurate prediction regarding their future abilities. Given

this assertion, recruiting and selecting staff in an effective manner can help avoid undesirable costs - for example those associated with high staff turnover, poor performance and dissatisfied customers - and engender a mutually beneficial employment relationship specialization, wherever possible, by high commitment on both sides. Akin to this development is the contention in National University of Ireland (2006) that the continued growth of the enterprise depends on its ability to recruit and select high quality personnel at all levels. Recruitment and selection do not just aim at bringing people into the organization; it also has an important role to play in ensuring worker performance and positive organizational outcomes.

### *2.5 Theoretical Underpinnings*

Research from theoretical exposition has shown that no single theory can best explain human resource management and provide direction on how of enhancing its effectiveness in organization and best guide decisions and actions on its implication for organizational performance in Nigerian economy in a much better way. The review shows that it will require combination of two or more of such theories for it to be meaningful in enhancing organizational effectiveness in a given environment.

Human Resource (HR) is both a theory and a business practice that addresses the underlying theoretical and practical techniques of managing workforce of a business organization. Therefore the theoretical consideration in this paper focuses on academic theory, control theory and resource based theory. The academic theory as a theoretical discipline is based primarily on the assumption that employees are individuals with varying goals and needs, and as such should not be thought of as basic business resources, such as trucks and filing cabinets. The basic premise of the academic theory of HRM is that humans are not machines. This theory forces the managers of an enterprise to express their goals with specificity so that they can be understood and undertaken by the workforce and to provide the resources needed for them to successfully accomplish their assignments (Mondy & Noe, 1996).

The control theory in strategic human resources management which took a behavioural perspective and emerged as the dominate paradigm for research. The advocates of the behavioural perspective from the control theory posit that different strategies require different behaviours and therefore, different human resources management philosophy to elicit and reinforce those behaviours. This view of the link between strategies and human resources management is useful for several reasons: it provides a clear explanation for why such management would - and should - be linked to strategy; it posits a testable mediating construct (required behaviour); which help researchers to understand how traditional human resources theories like role behaviour relate to the strategic posture of firms (Scott, 2002).

The Resource Based View (RBV) or theory is seen by some to be at the foundation of modern HRM, it focuses on the internal resources of the organization and how they contribute to competitive advantage. The uniqueness of these resources is preferred to homogeneity. HRM has a central role in developing human resources that are valuable, rare, and difficult to copy or substitute and that are effectively organized (Prahalad & Hamel, 1990). For this paper, it seem that the control theory which posits the assumption of close fit between HRM practices and the company's strategy, can be combined with Resource Based View to serve organizations in Southern Nigeria better.

### 3. Methodology

Survey research design was adopted for the study. Stratified random sampling technique was used to select and obtain the sample of 29 Organizations with staff strength of 71291 from eighty nine (89) organizations located within Southern Nigeria (See Appendix I & II for details) for sample frame. From this 71291 staff, 653 sample size was derived using Cochran's formula for populations that are large and finite (see Appendix III for details). Validity of the data Collection Instruments was established through ten seasoned research experts who checked whether the instruments (i.e. the questionnaire) covered all aspects of the objectives of the paper. This is to ensure that the content and face validity of the instruments were met. To ensure the Reliability of the same Instrument the Test-retest method was used and data obtained was subjected to further computation using Spearman's Rank-order correlation formula. The co-efficient of reliability 0.98 obtained indicated that the instrument was highly reliable (See Appendix IV for details). The questionnaire was structured on a 5 point rating scale. Thus the responses were Strongly Agree (SA) - 4 points, Agree (A) - 3 points, Disagree (DA) -2 points, Strongly Disagree (SDA) 1 point and Unsure (UN) 0 point. Analysis was done using the mean. Any variable with a mean score of 2.5 and above was accepted while any variable with a mean score below 2.5 were rejected.

### 4. Data Analysis Technique

Data generated from the questionnaire were presented, analyzed using tables and mean score.

#### 4.1 Questionnaire Distribution

A total of six hundred and fifty one (653) questionnaire were distribution to respondents. Out of this number only 627 representing 96% of the respondents actually filled the questionnaire correctly and returned. This 96% representing 627 members of the respondents is what was actually used for the study.

#### 4.2 Acuity of Respondents on the Subject

The analysis of the responses on the subject of the research was based on mean score rating as discussed below:

The mean rating in table vi reveals that options 2 and 4 were accepted, while options 1, 3 and 5 were rejected. The opinion of the respondents was that employee competencies in the Privatized Organizations in Southern Nigeria were not enhanced by the application of proactive human resource management in recruitment and selection of employees. The rejected options alluded to this opinion as well (See table 4.1 in Appendix VI for details).

The mean rating in table vii, indicates that options 7, 9 and 10 were accepted while options 6 and 8 were rejected. The accepted options disagreed with opinion that application of proactive human resource management has enhanced capacity of the Privatized Organizations in Southern Nigeria to participate in global business competition. The rejected options indirectly support this view (See table 4.2 in Appendix VI for details).

Table viii point out that options 11, 14 and 15 were accepted while options 12 and 13 were rejected. The options accepted, agreed that there is a positive but insignificant relationship proactive human resource management and level profit of the Privatized Organizations in Southern Nigeria. Even the rejected options alluded to this agreement (See table 4.3 in Appendix VI for details).

### 4.3 Test of Hypothesis

#### 4.3.1 Hypothesis 1

H<sub>1</sub>: The application of proactive human resource management in recruitment and selection enhances employee competencies in the Privatized Organizations in Southern Nigeria.

Result:

The output from the t-test showed that MST = 2.22121, stdev = 0.1900, S.E Mean = 0.0850,  $t_{cal} = 2.50 > t_{tab}$  2.132 while Sig = 0.0346 <  $\alpha = 0.05$  which implies that there is strong evidence to accept H<sub>0</sub> and reject H<sub>1</sub>.

#### **Decision:**

Therefore, based on the t-test result from stat. table 1 above, we conclude that the application of proactive human resource management in recruitment and selection has not enhanced employee competencies in the privatized organizations in Southern Nigeria (See table 4.4 in Appendix VI for details).

#### 4.3.2 Hypothesis 2

H<sub>1</sub>: The application of proactive human resource management has not enhanced the capacity of the privatized organizations to engage in global business competition.

#### **Result:**

The output from the t-test showed that Mean = 2.5321, stdev = 0.537, S.E Mean = 0.240,  $t_{cal} = 2.21 > t_{tab}$  2.132 while P-value (Sig) = 0.046 <  $\alpha = 0.05$  which implies that there is strong evidence to accept H<sub>0</sub> and reject H<sub>1</sub>.

#### **Decision:**

Therefore, based on the t-test result from stat. table 2 above, we conclude that the application of proactive human resource management has not enhanced the capacity of the privatiseed organizations in Southern Nigeria to engage in global business competition (See table 4.5 in Appendix VI for details).

#### 9.3.3 Hypothesis 3

H<sub>1</sub>: The application of proactive human resource management has increased the level of profit in the selected privatized organizations in Southern Nigeria.

Result:

The output from the t-test showed that Mean = 2.5509, stdev = 0.853, S.E Mean = 0.381,  $t_{cal} = 1.44 < t_{tab}$  2.132 or P-value (Sig) = 0.111 >  $\alpha = 0.05$  which implies that there is strong evidence to reject H<sub>0</sub> and accept H<sub>1</sub>.

#### **Decision:**

the t-test result from stat. table 3 above, implies that the application of proactive human resource management has increased the level of profit in the selected privatized organizations in Southern Nigeria (See table 4.6 in Appendix VI for details).

## 5. Discussion of Findings based on the objectives and research questions of the study

The outcome of test of the first hypothesis, revealed that application of proactive human resource management in recruitment and selection of employees have not enhanced employee competencies in the privatized organizations in Southern Nigeria. This result did not agree with earlier findings by authors such as Gamage (2014); Ezeali & Esiagu, (2010). While Gamage (2014) found that selection practices will determine who is hired and if properly designed, it will identify competent candidates and accurately match them to the job, Ezeali and Esiagu (2010) found that recruitment and selection in any organization is a serious business as the success of the organization or its efficiency in service delivery depends on the quality of its workforce who were recruited into the organization through recruitment and selection exercises. Also previous studies by Zingheim & Schuster (2009); Vazirani (2010) & Ofori and Aryeetey (2011) equally established positive relationship between recruitment and selection and employee competence. For instance Zingheim & Schuster (2009) in their study found that recruitment and selection practices can lead to the attainment of employee competence. This finding was supported by the findings of Vazirani (2010) which found that recruitment and selection practices leads to employee competence. Ofori and Aryeetey (2011) emphasizes that recruitment is the process of generating a pool of competent individuals to apply for employment within an organization.

The result of this hypothesis test could be attributed to factors such subjective recruitment political and cultural influences in recruitment. For example, Ayoade (2000) point out that subjective recruitment and selection and organization's culture on appointment and promotion affects the ability of organizations to employ the right and qualified worker. He maintains that this results in the recruitment of incompetent people into the workforce which will eventually lead to poor performance. Onwe, Abah and Nwokwu (2015) observe that politics is a regular feature in recruitment exercise into public institutions. The effects of the exercise have been identified as the bane of such public institutions which include – corruption, inefficiency, low productivity, indiscipline, etc. The result of the hypothesis equally affirm the conclusion drawn from the data analysis as the accepted options indicates that application proactive human resource management in recruitment and selection of employees has not improved the employee competencies in the privatized organization in Southern Nigeria. The outcome of this study has actually answered research question 1 of the study as well fulfilled the objective 1 of the study.

The result of the test of the second hypothesis showed that the application of proactive human resource management has not enhanced the capacity of the privatized organizations in Southern Nigeria to participate in global business competition. The result did not support to the view of Burma (2014) that the need to strengthen the competitive work environment and find ways for adapting to competitive conditions have mostly focused on human resource management practices in the last two decades especially with the emergence of strategic human resource management approach. The result also did not agree with earlier findings by Armstrong and Baron (2004); Chen and Huang (2009) which found that people and their collective skills, abilities and experience, coupled with their ability to deploy these in the interests of the employing organization, are now recognized as making a significant contribution to organizational success and as such constitute a major source of competitive advantage to such organizations. The result did also agree with the finding of Al-Rfou and Trawneh (2010) who observe that HRM practices can be an important source of competitive advantage by creating both cost leadership and differentiation.

In support of the result of this test, it is on record that organizations in Nigeria are yet to find their bearing in participating in global business competition. These circumstances could be unconnected with factors such as vulnerability to external shocks due to the global competition from the liberalization of trade, financial constraints, poor infrastructural base, high cost of production (Rodriguez and Berry, 2002). While Dahlman (2016) point out that technology is an increasingly important element of globalization and of competitiveness and that the acceleration in the rate of technological change and the pre-requisites necessary to participate effectively in globalization are making it more difficult for many organizations in developing countries to compete. Other factors implicated in this anomaly include subjective recruitment and selection plus cultural influence in appointment and promotion in organizations in Nigeria which results in recruitment of incompetent people into the workforce and the eventual outcome is poor performance. Another factor is politics which has become a regular feature in recruitment exercise in public institutions in Nigeria. The effects have been corruption, inefficiency, low productivity and indiscipline.

The conclusion drawn from the data analysis supported the result of the test of hypothesis that the application of proactive human resource management has not enhanced the capacity of the privatized organizations in Southern Nigeria to participate in global business competition. This answered the second research question of the study as well as fulfilled the second objective of the study.

The result of the test of the third hypothesis indicates that a positive but insignificant relationship exists between application of proactive human resource management and level of profit in the selected privatized organizations in Southern Nigeria. The result supports the finding in a related study by Cockerill (1993) who discovered that there is a link between employee capabilities with organizational performance using a framework of seven competencies. He found that six of the selected competencies were positively related to measures of performance. Overall competence of an employee explains about 15 per cent of unit performance in dynamic, but not stable, environments. However, another study by Tamkin (2008) which took a different perspective says there appears to be an emerging consensus that there are a number of broad approaches to HRM that can bring performance benefits to most organizations. These include policies designed to build employee commitment to the organization, and to acquire, build and retain employee knowledge and skills for the future. However, the way in which these broad approaches are successfully applied is likely to be contingent on the environment, strategic orientation, operational characteristics and history of each organization. It is the application of HR processes rather than the policy intention which appears to be the crucial differentiator. A study by Asif Khan (2010) took the same direction and achieved a similar result in that it measured the effects of proactive human resource practices on organizational performance but differs with this study in that the study is limited to the effect of five proactive human resource management practices on organizational performance. The study shows that there is a positive and statistically significant association between these practices with organizational performance. Studies by (Sang, 2005; Jarventaus, 2007; Rizov and Croucher, 2008) in United States and Europe equally found a positive association between proactive HRM practices and firms' performance. Ahmad and Schroeder (2003: 34) found evidence to support the claim that a positive relationship exists between anticipatory human resource practices and organizational performance, but discovered substantial differences in anticipatory HRM practices employed by organizations operating in different countries. Dissimilarly, when comparing industries, they found that the majority of these HRM practices did not differ significantly across the three different industries. However, the extent to which some of these HRM practices are used in plants operating in the machinery industry consistently lagged behind that found in plants operating in the automobile industry (Ahmad and Schroeder, 2003: 43). Ahmad and Schroeder's findings offer important implications for several distinct trends observed in the business world today. Many organizations are going through globalization to take advantage of proximity to suppliers, customers, and critical resources, such as human resources.

The conclusion from the data analysis confirms the outcome of the hypothetical test, that there is a positive relationship between proactive human resource management and level of profit in the selected Privatized organizations. This has answered the third research question as well as fulfilled the third objective of the study.

## 6. Recommendations

Based on the discussed results of the study, the following recommendations were made:

The business world is changing at an increasingly faster rate and HR must respond to these changes with more than its traditional "do more with less" approach. Organizational managers, whether public or private must realize that getting the best employees to work for organizational success must move beyond family membership, political affinity, tribal sentiment and cultural influence at the point of recruitment and selection. Recruitment and selection process must focus on competence. Further Organizations in Nigeria need to restructure everything its HR does that piques with the psychological wellbeing of the employee and their output. It does not just need a facelift; the whole process needs a drastic surgical overhaul.

It is absolutely imperative that Organizational managers work with human resource professionals to establish system and practices recruits and selects those who competent into the organization. Also ensure proper alignment between employee strengths, aptitudes, preferences, and abilities with the work activities of the Organizations. In this way the necessary principle of the right man for the right job will be entrenched. This will help the Organization to position itself competitively and be able to participate in global business competition, consequently become a global business player.

There is a positive but insignificant relation between the elements of proactive human resource management and profit level of the Privatized Organizations in the Southern Nigeria as the findings above have shown. But this positive relationship may not be traced to the result of the implementation of proactive HRM since there is evidence that there was no proper alignment between proactive HRM and Organizational strategies and also there was no adequate funding and monitoring. Therefore other factors could be responsible for this positive relationship. So management should look beyond this positive relationship between proactive human resource management and Organizational performance of the Organizations, constantly track activities that provide better customer benefits; be insistent in giving its employees those knowledge and skills that are hard for competitors to imitate; and always leverage its activities widely unto many products and market.

## 7. Conclusion

Conclusively, evidence from studies has shown that through effective recruitment and selection exercise, the competency level of employees and the capacity of an organization to participate in global business competition can be enhanced, but when subjectivity plus cultural influence, political factors and red-tapism are allowed to creep into the recruitment and selection process, it results to recruitment and selection of incompetent people into the workforce and the eventually outcome is poor performance, corruption, inefficiency, low productivity and indiscipline as well as the inability of the organization to face competitions. This gives the acceptance of the fact that human resource management is core factor in Organizational performance. Its absence lives the Organization in a very critical condition. Therefore in dynamic environment it is imperative that human resource management keep pace with constant changes. This can only come in the way of the Organization being proactive in managing its human potentials.

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Table 3.1:

S/No	The Name of the Organization	Staff strength	S/N 0	The Name of the Organization	Staff strength
<b>A</b>	<b>Banking and Insurance Ind.</b>		46	Nigerian Cement Company Nkalagu	150
1	Main stream Bank Plc	1034	47	Aba Textile Mills	432
2	Access Bank Plc	2 000	48	Nichemtex Industries	365
3	Afribank Plc	2 989	49	New Nigerian Salt Company	44
4	Diamond Bank Plc	3 068	50	Specomil Nigeria	306
5	Etb Plc	998	51	Nigeria Yeast and Alchohol Company	233
6	Femb Plc	1 346	52	Impresit Bakolori Nigeria	156
7	Fidelity Bank Plc	1 400	53	Norhern Breweries Kano	450
8	First Bank Plc	8 097	54	African Distilleries	160
9	First Inland Bank	1 374	55	Savannar Sugar Company	220
10	Ibtc Chartered Bank Plc	1 443	56	Sunti Sugar Company	120
11	Intercontinental Bank Plc	2 034	57	Lafiagi Sugar Company	211
12	Oceanic Bank Plc	2 568	58	Nig. Superphosphate Fertilizer Co.	126
13	Wema Bank Plc	1 950	59	Nigeria Rumanian Wood Company	350
14	Platinum Bank Plc	6 034	60	National Grain Production Company	109
15	Sky Bank Plc	2 000	61	Ore/Irele Palm Company	19
16	Spring Bank Plc	1 969	62	National Fertilizer Company	247
17	Sterling Bank Plc	2 045	63	Nigeria National Fishing Company	22
18	Uba Plc	7 559	64	Nigerian Eng. Construction Co.y	76
19	Union Bank Plc	6 833	65	Construction Company of Nigeria	175
20	Unity Bank Plc	2 764	66	Anamco Ltd	404
21	Eco Bank	11 000	67	Leyland Nigeria Ltd	32
22	Nigerian International Bank (NIB)	1754	68	Nigerian Truck Manufacturing Coy	66
23	AIICO Insurance Plc	420	69	Peugeot Automobile	654
24	Royal Exchange Assurance	321	70	Volkswagenf Nigeria Ltd	320
25	IGInsurance. Coy. Ltd	560	71	Steyr Nigeria Ltd	201
26	Nicon Insurance Corporation	1004	72	Nigerian Shipping Line	1 030
27	Leadway Assurance Coy. Nigeria Ltd	406	73	Nigerian Airways (Virgin Airlines, Nigeria) and now Air Nigeria	1 677
28	Sovereign Trust Insurance	245	74	Central Water Transportation	41
29	Continental Reinsurance Plc	176	75	Opobo Boat Yatch	65
30	Crusader Ins. Plc	231	76	National Cargo Handling Company	274
31	Federal Mortgage Bank Of Nigeria	245	77	Niger Dock Ltd	103
32	Bank Of Industry	300	<b>C</b>	<b>Iron, Steel and Alluminum Ind.</b>	
33	Federal Savings Bank	689	78	Nigerian Uranium Company ltd	40
<b>B</b>	<b>Manufacturing/Transport Industry</b>		79	Jos Steel Rolling Mill	523
34	Ashaka Cement Co.Plc.	670	80	Katsina Steel Rolling Mill	424
35	Benue Cement Co. Plc	705	81	Oshogbo Steel Rolling Mill	360
36	Flour Mills Nig. Plc	342	82	Aluminium Smelter Company Ltd	348
37	Niyamco Nig. Plc	130	<b>D</b>	<b>Hotels and Tourism Industry</b>	
38	Cement Co. of Northern Nig. Plc	630	83	Federal Palace Hotel	123
39	Union Dicon Salt Plc	107	84	Nigeria Hotels	108
40	Wapic Plc.	31	85	Durba Hotels	137
41	Baico Plc	40	<b>E</b>	<b>Oil and Gas Industry</b>	
42	Nig. National Paper Manufact. Co.	321	86	National Oil Plc. (CONOIL)	1 054
43	Nigeria Newsprint Manufacturing Co.	679	87	African Petroleum Plc	1 450
44	Nigerian Paper Mills	306	88	Unipetrol Nig. Plc.(OANDO)	2 560
45	Calabar Cement Company	1302	89	Okomu Oil	1 270
	<b>Total</b>				<b>108 668</b>

The sample frame of Number of Privatized Organizations as at the time of the study

Sources: (Central Bank Bullion, 2006:73), Components of Consolidated Banks, Vol. 30, No. 3; (TCPC, 2003), Progress Report, Lagos-Nigeria: Government Press and George (2007) Insurance in Nigeria, <http://www.goliath.ecnext.com/comss2>

### Appendix II

Table 3.2

S/No	The Name of the organization	Staff strength	Share of Questionnaire
A	Banking and Insurance Ind.		$\frac{N}{\Sigma N} \times \frac{n}{1}$
1	Main stream Bank Plc	10 348	95
2	Access Bank Plc	2 000	18
3	Diamond Bank Plc	3 068	28
4	First Bank Plc	8 097	74
5	Uba Plc	7 559	69
6	Fidelity Bank Plc	1 400	13
7	Eco Bank	11000	101
8	Royal Exchange Assurance	321	3
9	Industrial And general Insurance Company Ltd	560	5
10	AIICO Insurance Plc	420	4
11	Federal Mortgage Bank of Nigeria	245	2
B	Manufacturing/Trans. Firms		
12	Ashaka Cement Co. Plc.	3 276	30
13	Benue Cement Co. Plc	4 065	37
14	Flour Mills Nig. Plc	2 076	19
15	Union Dicon Salt Plc	765	7
16	Nig. National Paper Manufact. Co.	1 023	9
17	Calabar Cement Company	1 302	12
18	Aba Textile Mills	1 522	14
19	New Nigerian Salt Company	760	7
20	National Fertilizer Company	2 357	22
21	Anamco Ltd	404	4
22	Peugeot Automobile	1 032	10
23	Nigerian Shipping Line	1 030	9
24	Nigerian Airways (Virgin Airlines, Nigeria) and now Air Nigeria	1 677	15
25	National Cargo Handling Company	274	3
26	Niger Dock Ltd	265	2
C	Iron, Steel and Aluminum Ind.		
27	Oshogbo Steel Rolling Mill	360	3
28	Aluminum Smelter Company Ltd	348	3
D	Oil and Gas Industry		
29	National Oil Plc. (CONOIL)	1 054	10
30	Unipetrol Nig. Plc.(OANDO)	2 560	23
E	Hotels and Tourism Industry		
31	Federal Palace Hotel	123	2
	<b>TOTAL</b>	<b>71 291=N</b>	<b>653=n</b>

Apportionment of the sample size among Organizations in proportion to their staff strengths for purpose of questionnaire distribution.

Source: Field Survey 2016

## Appendix III

Table 3.3

The various Strata	Population size	Sample size
Banking and Insurance Industry	33	33/3 = 11
Manufacturing Industry	45	45/3 = 15
Hotels and Tourism Industry	3	3/3 = 1
Oil and Gas Industry	6	6/3 = 2
Iron, Steel and Aluminum Industry	6	6/3 = 2
Total number of Organizations	Actual Population 89	Sample population 31

Stratification of the population into five homogeneous groups with their population and sample size derived from it using simple random sampling method.

Source: Field, Study, 2016.

## APPENDIX IV

## Sample Size Determination

Cochran (1963:75) formula for determining sample size from populations that are large and finite

$$n = \frac{z^2 N p q}{N e^2 + z^2 p q}$$

where

n = the sample size

Z = Standard score corresponding to a given level which this study given as 95%

p = the estimated proportion of an attribute that is present in the population or % of the success rate = 50%

q = the estimated proportion of an attribute that is not present in the population or % of the failure rate = 1-50%

e = Proportion of sampling error in a given situation i.e. 5% or 0.05.

Therefore:

$$n = \frac{z^2 Npq}{Ne^2 + z^2 pq} = \frac{(2.06)^2 71291(.5)(.5)}{71291(0.04)^2 + (2.06)^2 (.5)(.5)}$$
$$n = \frac{(4.2436) 71291(.25)}{71291(0.0016) + (4.2436) (.25)}$$
$$n = \frac{75632.6219}{114.0656 + 1.0609}$$
$$n = \frac{75632.6219}{115.1262}$$
$$n = 652.9540$$
$$n \approx 653.00$$

APPENDIX V

Testing the Reliability of the Data Collection Instrument

Spearman's Rank-order correlation formula for calculating the reliability of data collection instruments

$$r = 1 - \frac{6 \sum d^2}{N(N^2 - 1)}$$

**Where:** r = correlation coefficient = coefficient of reliability

1 = constant

6 = constant

d<sup>2</sup> = difference between the pairs of ranked result from the two questionnaire test

N = Number of pairs of ranking.

The correlation between the scores from the first test and the scores from the second test from same questionnaire is a measure of the reliability.

See the illustration below:

$$r = 1 - \frac{6 \times 138}{36(36^2 - 1)}$$

$$r = 1 - \frac{828}{36(1296 - 1)}$$

$$r = 0.982$$

$$r = 1 - \frac{828}{46620}$$

$$r = 1 - 0.01776062$$

$$r = 0.98223938$$

## APPENDIX VI

Table 4.1

1	Application of proactive human resource management in recruitment and selection of employees has enhanced skill level in Privatized Organizations in Southern Nigeria.	<b>2.163</b>	Rejected
2	Employee skills in the Privatized Organizations in Southern Nigeria have not been enhanced by the application of proactive human resource management in recruitment and selection of employees	<b>2.515</b>	Accepted
3	Application of proactive human resource management in recruitment and selection of employees has enhanced new skills and knowledge level in the Privatized Organizations in Southern Nigeria	<b>2.110</b>	Rejected
4	Application of proactive human resource management in recruitment and selection of employees has not helped the Privatized Organizations in Southern Nigeria to harness the available valuable intangible capabilities.	<b>2.681</b>	Accepted
5	Application of proactive human resource management in recruitment and selection of employees has helped in harnessing valuable intangible capabilities for the Privatized Organizations in Southern Nigeria.	<b>1.700</b>	Rejected

Mean rating of respondents' opinion on whether the application of proactive human resource management in recruitment and selection has enhanced employee competencies in the privatized Organizations?

Source: Field Study, 2016.

Table 4.2

6	Application of proactive human resource management has enhanced capacity of the Privatized Organizations in Southern Nigeria to participate in global business competition through the provision competent employees.	<b>1.850</b>	Rejected
7	Application of proactive human resource management has not enhanced capacity of the Privatized Organizations in Southern Nigeria to participate in global business competition.	<b>2.982</b>	Accepted
8	Proactive human resource management has enhanced capacity of the Privatized Organizations in Southern Nigeria to participate in global business competition by harnessing valuable intangible capabilities available from pool of labour.	<b>2.057</b>	Rejected
9	Proactive human resource management has not helped to harness the valuable intangible capabilities in employees to improve the capacity of the Privatized Organizations in Southern Nigeria to participate in global business competition	<b>2.985</b>	Accepted
10	Though training was offered through the application of proactive human resource management, but it has not enhanced the capacity of the Privatized Organizations in Southern Nigeria to participate in global business competition.	<b>2.837</b>	Accepted

Mean rating of respondents' opinion on whether the application of proactive human resource management enhanced the capacity of the Privatized Organizations to participate in global business competition?

Source: Field Study, 2016.

**Table 4.3**

Mean rating of respondents' opinion on the nature of the relationship that exists between the application of proactive human resource management and level of profit in the selected Privatized Organizations			
11	The relationship between proactive human resource management and level profit of the Privatized Organizations in Southern Nigeria is positive.	<b>3.190</b>	Accepted
12	The relationship between proactive human resource management and profit level of the Privatized Organizations in Southern Nigeria is negative.	<b>1.415</b>	Rejected
13	There is no relationship between proactive human resource management and profit level of the Privatized Organizations in Southern Nigeria.	<b>1.861</b>	Rejected
14	There is a relationship between proactive human resource management and level profit of the Privatized Organizations in Southern Nigeria.	<b>3.025</b>	Accepted
15	The relationship between proactive human resource management and profit level of the Privatized Organizations in Southern Nigeria is very insignificant.	<b>3.263</b>	Accepted

Source: Field Study, 2016.

**Table 4.4**

One Sample t-test						
Variable	N	Mean	Stdev	S.E Mean	T	P-value
RQ1	5	2.21212	0.1900	0.0850	2.50	0.034

One Sample t-test statistical table for Hypothesis I

Source: Field Survey, 2016.

**Table 4.5**

One Sample t-test						
Variable	N	Mean	Stdev	S.E Mean	T	P-value
RQ1	5	2.5321	0.537	0.240	2.21	0.046

One Sample t-test statistical table for Hypothesis 2

Source: Field Survey, 2016.

**Table 4.6**

One Sample t-test						
Variable	N	Mean	Stdev	S.E Mean	T	P-value
RQ1	5	2.5509	0.853	0.381	1.44	0.111

One Sample t-test statistical table for Hypothesis 3

Source: Field Survey, 2016.