Human Resource Management in Industries: A Case Study of Ire Clay Products Limited Ire, Ekiti, Ekiti State

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Abstract
Managers are not only effective in their use of economic and technical resources, but when they manage people they remember that these particular resources are special, and are ultimately the most important assets. In the ceramic industries such as Ire Clay Product Limited (ICPL) in Ire community Oye Local Government Area of Ekiti State managers are needed, for effective management of human, and material resources; if there would be a sustainable productivity. Using survey procedure data were collected from both primary and secondary sources to ascertain the level of attainment and cooperation in ICPL when it comes to Human Resource Management (HRM). These were explored based on HRM, objectives and goals, functions of personnel HRM, wages, salary, and administration and performance appraisal. It was observed that ICPL performed averagely well on the issues surveyed, but only needed to improve on some certain areas. The Personnel of HRM is the Head Management Services, it would be nice if a unit is specifically cave out for that office. This would make the position or department more focused away from the numerous roles of the Head of management Services. Training opportunities should be provided for the staff of ICPL in terms of full-time, part-time, short term courses, professional training to aid and enhanced their workers to the next level. If this is done the workers would be more equipped and refined as better tools or resources in serving the company. This would make ICPL to be much more productive and sustained existence.

Key Words: Human Resource, Managers, Ire Clay Product, Personal of Human Resource Management, Performance Appraisal

Introduction

Managers are not only effective in their use of economic and technical resources, but when they manage people they remember that these particular resources are special, and are ultimately the most important assets. People are the only real source of continuing competitive advantage that good managers always place premium on as indispensable assets. In the ceramic industries such as Ire Clay Product Limited managers are needed, for effective management of human, material and equipment resources if there would be a sustainable productivity.

According to Taylor, (1960); Munsterberd, (1913) & Cuming, (1985).Managing people in an organisational setting is well recognised throughout antiquity. In systematic management development, roles and duties are assigned to people, responsibility structures are put forward, and recompenses and punishments are provided wholly in an organisational structures. In this respect, separation of labour, specialisation and responsibility are systematically structured to accomplish a precise purpose.

Behind the production of every product or service there are human minds, efforts and man hours (working hours). No product or

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service can be produced without the help of human being. So is the success story behind Ire Clay Product Limited in Ire community Oye Local Government Area of Ekiti State. The company originally known as Ondo State Brickworks Limited was owned by the old Ondo State government. Incorporated June 19, 1978, its plant and machinery were supplied by a German Company, ENCON, which went bankrupt more than 20 years ago. Since commissioning on November 16, 1980, the company has not been producing at its full capacity.

In 1987, the company was transferred to the Ondo State Investment Holding Company which brought in some private sector initiative that culminated in Odu'a Investment Company Limited being invited to take up shares and consequently, the company was reactivated in 1991. However, in 1998, production stopped again due to technical problems associated with replacement of spare parts (Staff Hand Book, 2016).

The focus of this work is to explore as a Case Study Ire Clay Product Limited human resources management under chains of management required addendum such as connotation of human resources management, objectives and goals, functions of personnel human resources management, wages, salary, and administration and performance appraisal. For an extensive discuss on 'Ire Clay Products Limited' it would be of utmost relevance to review scholarly and authoritative arguments on the chains of topics above before discussing such in the line of Ire Clay Product Limited. This would juxtapose as a backbone in the discussion as an overview of these topics by authorities in these areas.

These sub-topics would be discussed one after the other in chains as it follows. This is because in a similar publications the scholars have listed and discussed the above topics in line with the indispensability of such in design firms, if there would be any sustainable development and productivity in design outfits. This argument saw the criticality of imbibing these topics as key to design institutions that seek to attract and retain highly productive and efficient employees in a competitive environment. The resources by themselves cannot fulfil the objectives of an organization, they need to be collected, coordinated and utilized through human resources. And, the effective management of human resources is also vital.

Review of Related Literature in Human Resource Management

However, the documentation of the evolution and development of human resource management practices can be traced back to the booming European economy of the 1900s (Roethlisberg & Dickson, (1939). This economy created the necessary environment for more serious thought on the role of effective people management in the emerging labour market of the time. The economies were preparing for the First World War and its aftermath where industrial production required a mass of skilled, well organised and disciplined labour force. The challenges revolved around mobilisation of resources including people, which led to the evolution and development of four stages in managing labour. The stages were mainly identified by looking at the changing titles of officers responsible for managing the workforce and different roles that were emerging over time.

Meaning of Human Resources Management

Morakinyo (2016), deduced that for an organisation to function effectively, it must have resource of men (Human Resource), money, materials and machinery. These he put forward that the resources cannot fulfil the objectives of an organisation but, needed to be collected, co-ordinated and utilised through human resources. Hence, the emergence of Human Resource Management (HRM) has major function in businesses.

Human resource management "is a distinctive approach to employment

management which seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce using an integrated array of cultural, structural and personnel techniques (Storey 1995)". While Armstrong, (1995) defines it as "a strategic and coherent approach to the management of organisations' most valued assets the people working there who individually and collectively contribute to the achievement of business objectives".

"HRM is concerned with the people dimension" in management. Since every organization is made up of people, acquiring their services, developing their skills, motivating them to higher levels of performance and ensuring that they continue to maintain their commitment to the organization is essential to achieve organisational objectives (Decenzo and Robbins, 2010). Another definition was giving by whatishumanresource.com, 2016), which is the process of recruitment, selection of employee, providing proper orientation and induction, providing proper training and the developing skills, assessment of employee (performance of appraisal), providing proper compensation and benefits, motivating, maintaining proper relations with labour and with trade unions, maintaining employees' safety, welfare and health by complying with labour laws of concern state or country.

The core purpose of the human resource management is to make efficient use of existing human resource in an organisation. Every organisation's desire is to have skilled and competent people to make their organisation more effective than their competitors. These are important assets for the organisation rather than land and buildings because, they are that keeps the activity circle running. That is why whatishumanresource.com (2016) advanced a model for HRM for successful management of human resource. This contains:

i. The environment with networks issues as: nature of HRM, Human Resource Planning, Job Analysis, Recruitment, selection, Placement, Training and development, motivation, participative management, communication, safety and health, welfare, promotions, industrial relations, trade unionism, disputes and their settlements and future HRM.
ii. Competent and willing force and
iii. Organisational goals.

What could the objectives and goals of organisations look like? This is the point that is next in track in this research.

Objectives and Goal of Management

Goals and objectives are a critical component of management, both in terms of planning and in terms of the larger planning-organizing-leading-controlling (P-O-L-C) framework, fig. 1. Unfortunately, because their roles and importance seem obvious, they also tend to be neglected in managerial practice or poorly aligned with the organization's strategy (Saylor, 2016).

Planning	Organizing	Leading	Controlling
1. Vision & Mission 2. Strategizing 3. Goals & Objectives	1. Organization Design 2. Culture 3. Social Networks	1. Leadership 2. Decision Making 3. Communications 4. Groups/Teams 5. Motivation	1. Systems/Processes 2. Strategic Human Resources

Goals and objectives provide the foundation for measurement as seen in fig 1. **Goals** are outcome statements that define what an organization is trying to accomplish, both programmatically and organizationally. Goals are usually a collection of related programs, a reflection of major actions of the organization, and provide rallying points for managers. Attempting to manage people or organisation without goals and objective is meaningless, since there is no way for people to tell whether they are going where they want to go (the result of the task of control) unless they first know where they want to go (part of the task of planning). Plans thus furnish the standards of control.

Organisational objectives have been categorised into two, official and operative (Rouse, 2016). He purported that official objectives detail a company's aims as described in their public statements, such as the corporate charter and annual reports. This help to build the organization's public image and reputation while operative objectives are the actual, concrete steps a business intends to take to achieve its purpose. The two do not parallel each other in real sense.

Drucker (1954), opined that organisational objectives and goal be communicated to the workers to achieve desired ends. This he said should be in form of the acronym SMART (Specific Measurable Attainable Realistic and Timely) objectives that align with the organization's goals. Other key organizational goals can also include employee and management performance goals, productivity goals, profitability goals, innovation goals, market share goal and social responsibility goals. In a nutshell objectives a short term in nature while goals are long term. But these are essentials to the success of any viable organisations.
Organisations cannot be effective in ensuring their goals and objectives without working in line with their philosophy (ies).

Philosophies of Human Resource Management

The six elements that have been given as human resource management philosophy by (Torrington, Hall & Taylor 2005; Farnham & Pimlott 1992) are summarized below:

a. Ownership: HRM is and has to be owned and agenda driven by the top management in the interests of the key stakeholders; such as the managing board, the workers, clients and customers.

b. Business or Organisational Strategies: The implication is that an organisation cannot have a strategic approach to managing the workforce without organisational and business strategy. Precondition for human resource acquisition, utilization, development and retention is the best forecasting techniques.

c. Employees as Assets: Investment in people, like any other capital investment, is necessary for better returns in the future. Employees are considered as assets instead of liabilities.

d. Getting Additional Value: It is the role of the management to obtain such benefit through human resource development and performance management systems. Here, an employee can be utilised to produce marginal output if properly trained, does the right job and is re- warded accordingly; the origination would in-turn get additional value from employees.

e. Commitment Induced: Organisational success comes from the employees' total commitment to the organisational mission, goals, objectives, and values. The management should make the employees understand the future of the organisation and their own future in the organisation, this triggers commitment and hence sustained productivity.

f. Build A Strong Organisational Structure:

These can happen through effective communication, training, coaching, mentoring and performance management processes as effective tools for building a strong corporate culture. These are some of seemingly extreme hard-nosed human resource management philosophies and practices. But, a directional changed which is towards team working, employee empowerment; organisational learning and competence based human resource management; in the 2000s. The philosophies stated above gave birth to some objective of HRM both as a discipline and profession (Beer & Spector 1985; Cuming 1985; Armstrong; 1995 and Dessler 2005).

Objectives of Human Resource Management

i. Putting employees and making them feel that they are at the top is seen as a step forward in putting the organisation first among competitors. This is because the power of the organisation depends on the nature of the workforce; if the organisational mission, vision, goals and objectives would be achieved.

ii. This concerns with successful utilisation of staff capacity and potential manifested in different approaches used in job design, recruitment, and placement.

iii. This ensures that employees are committed to their jobs, teams, departments and the entire organisation. Commitment is fostered by strategies as employees nurturing through coaching, mentoring and the provision of lucrative reward. It would minimise unnecessary conflicts between the employees and the management, which can affect morale, turnover and productivity.

iv. Ensure synergy and integration of the organisational systems, processes and activities, through a strong organisational culture. These are: values, attitudes, norms, myths and practices around.

v. Optimal utilisation of available resources to avoid waste. In this case, resources are match with performance as a mechanism for monitoring organisational efficiency to avoid underutilisation or over utilisation. The resource to optimally utilize are employees, finance, machinery and equipment, energy.

vi. Deriving organisational cybernetics and systems theory whereby the underlying principle is that 'the sum is less than the whole'. As a method of improving synergy individual works together instead of as an individual.

vii. Utilisation of creativity, innovation, teamwork and high quality management as key drivers in organisational excellence; matching with changing customer needs and expectations.

This objectives are meant to fast-tracking a change in an organisational environment which requires the ability to take prompt decisions and take the right measures before it is too late. If this is done in line with the objective we believe strongly that Ire clay Product Limited would be a company to beat. The objectives take us to the very functions of HRM of an organisation for a people effective company.

Functions of Human Resource Management

'Personnel' of human resources management is that part of management which is concerned with people at work and with their relationship within an enterprise. Its aim is to bring together and develop into an effective organization of the men and women who make up enterprise and having regard for the well – being of the individuals and of working groups, to enable them to make their best contribution to its success. It was on this note that, whatishumanresource.com, (2016); Ruth (2016) and Rakesh, (2016) enumerated the major functional areas in human resource management:

i. Planning
ii. Staffing or procurement of manpower,
iii. Employee development or Training and development of Manpower

iv. Compensation payment and reward to manpower employed
v. Integration of interests of manpower and the Organisation
vi. Employee maintenance or Maintenance of manpower
vii. Provision of welfare facilities
viii. Compliance, and
ix. Miscellaneous functions

If every of these functions are well attended to it would affect the workers psyche and the organisation would experience a supersonic turn over both in performance and productivity in meeting desired goals and objectives of the company. Apart from that it would make the employees feel protected that they have a future in the company. This would lead to both parties protecting the company as their investment because they have ben consider as indispensable stack holders.

Wages and Salary Administration:
"Wage and salary administration" refers to the development, implementation and on-going maintenance of a base pay system (Nwachukwu 2000 and Ogunbameru 2000). The main drive is to provide compensation that is competitive and equitable in comparison with any existing organisation. This would make company retain the best brain, skilled workers, talents, creative and innovative minds etc.

In their argument they advance that establishments that lack ability to pay wages and salaries regularly are in danger of disintegration. Because poor wages are constant source of frustration and declines in productivity. Nwachukwu (2000), and Atchison, (2003) observed, wages and salaries constitute a significant part of the overall cost of operations; it could be over 50% of the operating costs.
Wages and salaries has some key features that are definite when taking decision on this.

- Ensured that the company remains competitive; by using the wage rates that prevail in the local market and in the industry;
- Ensure equity in the internal alignment of wages;
- Recognizing for individual Performance and
- Taking care of individual incentives**;**

The above were suggested by Nwachukwu (2000) while Douty (1980) and Ferris (1995) stipulated that there are wages and salaries structure determinants. These are economic value or market value of an item due to the interactions of the forces of demand and supply; job worth which relies on perceptions of organization members; training-it relates to human-capital analysis and development; employee tastes and preferences and worker's expectations of future earnings and Industrial unionism this has been shown by economic analysis to affect wage structures.

The above determinants can be easily reduced to economic, institutional, social and equity considerations said (Ngu, 2005 and Atchison 2003). There are other numerous forces that operates as wage determinants but the above are the major once. That is why Nwachukwu, (2000); Ogunbameru, (2004) & Agbonifoh et al, (2005) in their contribution emphasized the need to place premium on productivity in wage and salary determination. Aside these numerous factors.

Performance Appraisal:
Performance appraisal is employee assessment**:** i.e. an employee's effectiveness, usually as undertaken at regular intervals (Encarta, 2009). Professional have advanced that HR Personnel monitors the functions of employee performance to ensure that it is at an acceptable levels. Human resource professionals are usually responsible for developing and administering performance appraisal systems visa-vis supervisors and managers (Grimsley, 2016 and whatishumanresource.com, 2016). Appraisal information is essential for employee development as the knowledge of feedback is necessary to motivate and guide improvements in performance.

Performance appraisals help companies identify good performers and poor performers. It also affects the difference between profit and loss, grounded in the effectiveness of an organization in reaching its goals and ensures organizational effectiveness. The patterns used in its analysis drives decision-making regarding personnel planning and applicant selection, training and development.

Performance Appraisals can be effective if it contain/meet the following five general requirements. The system should be relevant, sensitive, reliable, acceptable and practical. This is because it is use as a multifunctional tool in most organizations.

In serving as a multiple purpose tool it can be used as an administrative tool and as a developmental tool. In the later data gathered are used for some common administrative performance appraisals in: important employment actions, identifying strong and weak performers and thereby assist in making decisions regarding promotions, transfers, raises bonuses and other types of employee rewards. The data collected are also used to evaluate the effectiveness of the company's training and development programs. Personnel planning also benefits from the data collected from performance appraisals; to determine the strengths and weaknesses of the company's current complement of workers that will help her determine whether the company needs additional workers or workers with different skills. And lastly, they are used to document decisions that may lead to lawsuit this would help the company defeat various claims of discriminations.

While the later assess data for individual employee development needs as a mechanism feedback of staffs strengths and successes, the performance appraisal are not without challenges. Performance Appraisal Challenges can range for accuracy in rating or assessment and raters/human errors etc. Even if the standards used are accurate, Rater (Assessor) error is possible.

The thesis so far has given a chunk objects and subjects that every organization needs to pay attention in terms of HRM. From this angle the scholars took a case study of Ire Clay Products in or to assess their level of compliance and faults in terms of the above discussed chains of topics in regards to HRM.

Procedure

Using survey methods secondary and primary data were collected using interview and texts. The information gathered where treated in line with each heading treated above. This went in such a way that it was a side by side placement of each heading and adequate comparison made. This made conclusions drawn much easier without stress. Assessment of ICPL owns HRM structure was graded in line with the HRM discussed. On this note a sound and balanced judgement was reached.

Ire Clay Product Limited (ICPL)

As earlier stated ICPL is located in Ire community, Oye Local Government Area of Ekiti, Ekiti State. In 2007, Odu'a Investment Company Limited (LTD) through Etex Group, (her partner in Nigerite LTD) contacted Ceratec of Belgium to help restructure the brick plant and find a core investor to operate it. Ceratec of Belgium has since carried out technical evaluation of the plant and submitted its report in 2008 which was accepted by the Government of Ekiti State and Odu'a Investment Company LTD. On November 3, 2008, a project implementation committee/interim board was set up by the Ekiti State Government to oversight the rehabilitation programme under the leadership of the former Commissioner of Commerce, Mr. Dare Omotosho and Project Coordinator, Mr. Biodun Adedeji representing Odu'a Investment Company Limited. An SPV (Special Purpose Vehicle) was formed and incorporated as Ire Clay Products Limited with Ekiti State having 70% and Odu'a Investment Company LTD with 30% shareholdings. The two companies contributed in their shareholding ratio to finance the rehabilitation programme. On October 15, 2012, the then Executive

Governor of Ekiti State, Dr. Kayode Fayemi formally inaugurated the rehabilitation programme.

The proprietorship arrangement of the establishment is therefore presently in the ratio of 70:30 per cent in favour of Ekiti State Government through Fountain Holdings LTD and Odu'a Investment Company LTD respectively. Successful continuous management of this company to yields its desired goals and objective, full capacity function and the stakeholders to benefit can only be with the availability of human and material resources management department.

Human Resource Management of Ire Clay Products Limited

Human Resource Management as was defined is the process of recruitment, selection of employee, providing proper orientation and induction, providing proper training and the developing skills, assessment of employee (performance appraisal), providing proper compensation and benefits, motivating, maintaining proper relations with labour and with trade unions, maintaining employees' safety, welfare and health by complying with labour laws of concern state or country. In ICPL, the human resource management seems not different from the earlier discussed, the management committee and its organogram fig. 2 attest to this fact.

The company management team is headed by the managing director; the management team implements all policies of the board and re responsible for the day to day running of the company. The committee consists of:

- Managing Director/chief Executive Officer (Chairman)
- The Chief Accountant
- The Production Manager
- The Sales and Distribution Manager
- Head, Internal Audit/Compliance and
- Head of Management services (Secretary)

ICPL value their human resources as one of the ultimate resources; this is spelt out in their human resource philosophy and the general condition of employment. The Head of Management services serves as the personnel who takes care of human resources management (fig. 2.).

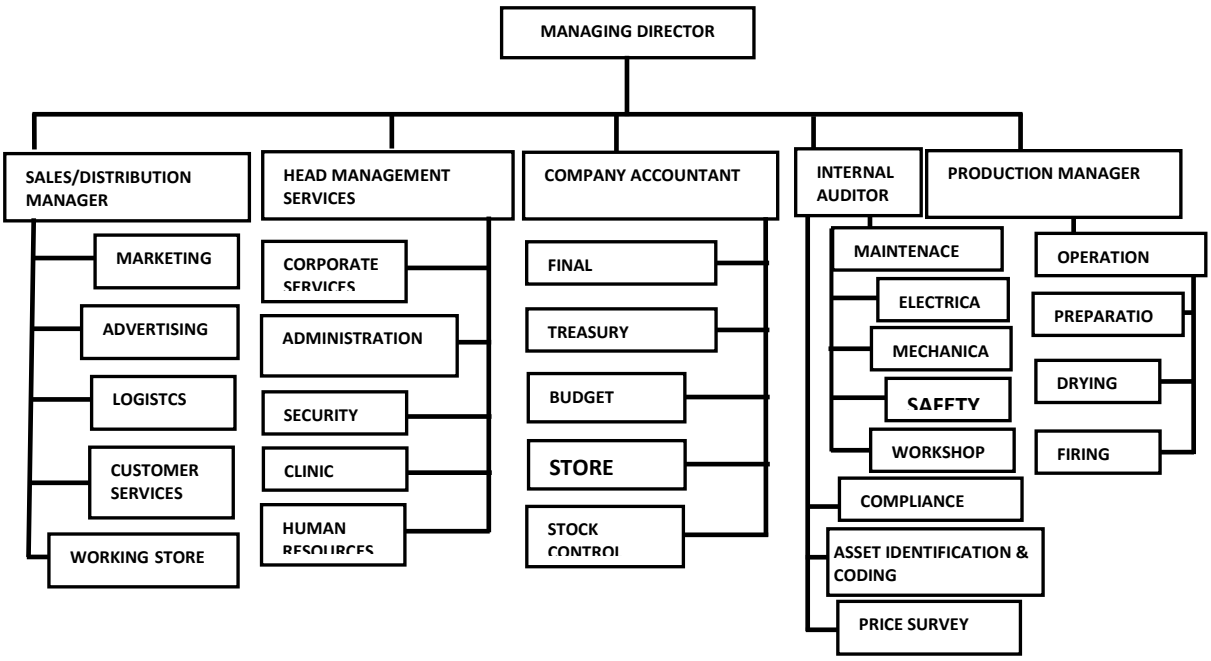


Fig. 2 Ire Clay Products Limited Organizational Chart (Organogram)
Source: Staff Hand Book, (2016)

Ire Clay Product Limited Human Resource Philosophy

The company's human resource philosophy states that, the company will place high premium on her work force and value the human resources as the most important asset. Competence, character and creativity are considered as very important to all cadres of employees and this will guide the recruitment at all times. There will be no discrimination in employment regarding sex, religion, ethnicity and disability as long as the disability will not affect the productivity and further endanger the life of such employee.

What The Philosophy Embraces:

- **a.** Payment of fair, competitive wages that is comparable in the industry and benefits considered appropriate.
- **b.** Rewarding honesty and loyalty to the company.
- **c.** Providing suitable work environment that will aid effective and efficient service delivery.
- **d.** Given room for open consultations and allowing staff to meet and discuss with management, issues mutual interest to both parties.
- **e.** Providing equal opportunity for promotion and advancement based on such factors as merit, diligence, service and potentials.
- **f.** Encouraging the development of team work by promoting cooperation, harmony and unity of purpose among and between all levels of company staff.

What The Company on the Other Hand Expects of Staff:

- **a.** To have a sense of personal responsibility for the quality and quantity of work performed based on the principle of fair day's work each day's pay.
- **b.** To have constant and high standard of efficiency geared towards avoiding wastages and other actions that may impede work.
- **c.** To ensure personal care of all equipment, working tools, materials and amenities provided for the use of employees.
- **d.** To commit their time, energy and professionalism into the furtherance of the company's interest and ensure that they do not engage in those actions and activities that could be detrimental to its interest.
- **e.** To offer constructive suggestions, cooperate and work in harmony with fellow employees in carrying out the company's instructions.

General Condition of Employment

According to the excerpt from Ire Clay Products, the company will act freely as it considers appropriate both in the interest of its operations and its employees, but in accordance with the laws and conventions of the federal republic of Nigeria.

Recruitment Processes

From the same manual it state, that the employee of the company will be selected in accordance with the prevailing Labour Laws and Regulations of the Federal republic of Nigeria. Prospective employee who possesses the required educational, professional or vocational qualifications and ability deemed appropriate for available position shall be given equal opportunity to compete for post. Such applicants test and panel interviews as deemed necessary. In exceptional cases, head hunt rather that open advertisement, may be employed in recruitment

Offer and Acceptance

Offers of employment are in form of official letters written by the employer. The employees would need to also accept the offer and terms of employment formally within two weeks of the date of offer of appointment letter failing after which such offer will be deemed to have lapsed.

Medical Examination
The company expects a-would-be employee to pass the required medical examination which is a pre-requisite and this shall be conducted by the company's Medical Practitioners. At the behest of the company, all employees may be required to subject themselves to medical test as requested by the company.

Induction
To enable a new employee adjust quickly to the environment he will undergo a formal induction programme during which he will be introduced to his workplace.

Personal Records and Staff Particulars
On joining the company's service each employee is expected to obtain and complete staff personal data form and return same to the Human Resources Department. Any misinformation in such form will be regarded as an offense treated accordingly.

The Human Resource Department should be inform of any change in personal data such as marital status, residential address, names and addresses of next of kins etc. If staffs are changing his/her name he/she should submit documents which must include among others an affidavit and advertisement in one of the national newspapers. The company will not entertain any change in age by employee for whatever reason.

Attendance
All employees excluding Managing staff from senior manager are required to sign in at the start of each day. Signing in or out by one employee for another is considered a serious offence.

Other General Condition of Employment which are not directly link to the subject of discus at this junction are Probation, References, Confirmation, and Hours of work among others. All of these are directly the responsibilities of the Human resource Department. Just as discussed in item **2** the Human Resources Management actual values the human resource and mind as the only valuable asset. This is because, it is only with this that the company can achieve its mission, passion, goals, and objectives and remain at a competitive advantage.

From the various definitions of Human Resource Management in item **2** one would discover that the issues raise in the definitions such as; process of recruitment, selection of employee, providing proper orientation and induction, providing proper training and the developing skills, assessment of employee (performance of appraisal), providing proper compensation and benefits, motivating, maintaining proper relations with labour and with trade unions, maintaining employees' safety, welfare and health by complying with labour laws of concern state or country are well attended to in items **5.1 -5.3.5** by Ire Clay Products.
To attain effective, efficient and worthwhile production and attain required and desired height Ire Clay Product have some definite objectives, goals, mission statement, vision and values that guide the day to day running of the company.

Objectives, Goals, Mission, Vision and Values of Ire Clay Product Limited
Goals are strategic objectives and are critical component of management which are precise, time based, measurable actions as support to the goals of a company. Drawing from items **2.2 – 2.3.1** in comparison with Ire Clay Product one would conclude that to a large extent, the company is not lagging behind. In the discussion from the items pointed to above mission, passion, values, goal, plans, philosophies and objectives are interwoven or networked and interdependent. Taking a look at the philosophies earlier discussed in item's **5.1** which goes hand in hand with the objectives of Ire Clay Products, the management are generally working to substantiate the main stay of the company. Apart from the Human Resource Philosophy that has been discussed in **5.1**

the Objectives, Goals, Mission, vision and Values of Ire Clay Product Limited that distinct them as a serious minded company are listed below:

Vision of Ire Clay Products
The main vision of the company is to provide quality and affordable products for housing and other allied projects.

Mission of Ire Clay Products
To add value to their stakeholders, provide quality, durable and aesthetic products that will reduce the cost of construction, incidence of building collapse through constant research, motivated workforce and clean environment.

Values of Ire Clay Products
Integrity: Transparency in all business dealings
Excellence: Delivering superior performance through high quality products and services.
Team work: realizing the strength in unity, sharing same core values and respecting other's opinions and views.
Creativity: Encouraging free flow of ideas and appreciating innovations.
Passion: Being enthusiastic and ready to accept responsibility, proud of our business and Service Delivery: Would deliver whatever is promise.

Items 5.4. – 5.4.3 adequately capture the essence of the objectives and goal of management of this company which are clear and precise. They are also in line with the P-O-L-C and the characteristics of goals and objective in item 2.2. These, outline the expected outcomes and guide employees' efforts, justify activities, existence, standards, planning and foundation for measurement. These are also hierarchical in nature, realistic through the described jobs in fig. 3 for proper compensation and analysis.

These vision, mission, values and philosophies are what the personnel of Human Resources Management (Head of management Services rely upon to also fulfil his or her own functions and objective as well as that of the company.

Functions of Human Resources Management in Ire Clay Products
The roles or functions of the Personnel of Human Resource as chatted in **2.1-2.2,** can also be traced in Ire Clay product. These can be seen from the organisational chart fig.2, Company's Human Resource Philosophy, what the philosophy embraces, company's expectation from the staff, general employment conditions, visions and missions of ICPL. The roles of the Human Resource Personnel are in consonant with the discussed earlier. The only difference is the lack of physical office in housing the HR Personnel as a separate entity. The functions are directly under the secretary of this company who is the Head Management Services i.e. he performs dual functions. These are clearly spelt out in the organogram fig 2 referred above, with the exception of the provision of training and development of their staff; on a wider scale this company has score a pass mark. But there is need for e some encouragement so as to pursue this function vigorously. Their compensation and reward is also not poor from the interview giving.

Wages and Salary Administration in Ire Clay Products Limited
The company has three categories of staffs: the management, senior staff, and junior staff (casual and non-managerial) staffs. The wages and salary structure are generally determined by management, right from the onset as an incorporated company in line with Nigerians' salary scales or minimum wage. Staffs qualification, professionalism, when employed, years of experience, cadre, performance, skills, equity and recommendations by the Human Resources Management (Head of Management services) and the attendance

register to a greater extent determines staff wages and salary. Other critical determinants of salary and wage in ICPL are creativity, innovation, hard work, equity and exceptional staff performance. This to some degree is linked to performance and appraisals of staff in this company.

Performance Appraisal at Ire Clay Products Limited

The philosophy of the company, recruitment processes, personal records and staff particulars, probation and attendance register as stated in item **5.2, 5.2.2, 5.3.1 and 5.3.5** are key elements used as guide to appraise staffs generally for promotion, reward, incentives, discipline, maintenance and termination.

The performance appraisal is helping the ICPL and its member's effectiveness. This is done on sound related administrative decisions and by making important contributions to employee and organizational development. It has affected profit and loss margin, efficiency in reaching its goals and objectives. With this the company has been able to also identify good performers and poor performers.

The task of rating is basically the responsibilities of the Head Management Services (Secretary) who gives the assessment to the management for an informed and unalloyed decision. This is done because via the enabling environment made available to staffs. The company also provides feedback from their employees after rating. This is carried out in line with the company item **d. 5.2** that gives room to employees on consultations with management on mutual issues of interests. The spectrum of issues discuss makes ICPL as one of the best ceramics company today, with motivated staff and management.

Ire Clay Products Limited and Its Products at a Glance

1. The company produces ten (10) plus one (1) different products, including foundation bricks, wall bricks, fencing bricks, engineering bricks, facing slips, sun breakers, floor and roof clay tiles and decorative products for lintel and decking materials. There facilities have been verified and rated to produce 20 million building wares per annum. Ire Clay Products Limited is a top notch manufacturing outfit with a significant turnover affecting the economy of Ekiti State and Nigeria at large. Digital Sign Post of Ire Clay Brick Products Limited



Plate 1: Digital Sign Post of Ire Clay Brick Products Limited



Plate 2: Odua Ire Clay Brick Products Limited Administrative Block



Plate 3**:** Ire Clay Brick Products Limited Administrative Block



Plate 6: Ire Clay Brick Products Limited Staff Offices



Plate 4: Ire Clay Brick Products Limited Factory Compound from the Gate



Plate 7: Ire Clay Brick Products Limited Manufacturing Area



Plate 5: Ire Clay Brick Products Limited Brick Drying Area and Some Ready Bricks



Plate 8: Ire Clay Brick Products Limited Finished Stack Brick for Disposal



Plate 9: Ire Clay Brick Products Limited Fork lift



Plate 10: Ire Clay Brick Products Limited Bricks Stack outside the Premises



Plate 11: Ire Clay Brick Products Limited Finished Stack Brick for Disposal and Some Outside



Plate 12: Ire Clay Brick Products Limited Project Handled.

It would only be academically fair to say that, though Ire Clay Products Limited have done well from the surveyed but there are areas that they would need to improve upon. The areas necessary for optimization are given as a sort of recommendation below.

Recommendations

The employees should have an idea about their balance sheet, sales progress, diversification plans, restructuring plans, sharp price movements, turnover and all such details. The HR professionals should impart/educate all employees through small booklets, video films, and lectures on the nitty-gritty of their expectations as a company and from staff. This would make them believe that the company have interest in their future and that it is guaranteed. In another form it would spur the to work sacrificially as their own company

Although the Personnel of Human Resources Management has a space in Ire Clay Products Limited as the Head Management Services, it would be nice if a unit is specifically carved out for that office. This would make the position or department more focused away from the numerous roles of the Head of Services management of the company, as it were.

We would also recommend that Ire Clay product Management provide training opportunities for their staff. A planned and

befitting programme should be mapped out on staff training. This could be in form of full-time, part-time, short term courses, professional training etc. to aid and enhanced their workers to the next level.

The scholars would also like to suggest a quarterly or ternary appraisal yearly with gifts and bonuses attached. Short phrases of honour like: the hard working staff, best behaved, meticulous staff, goal getter, best supervisor, the most social worker, creative and best innovator, social sales rep, lively staff etc. should feature as the focus of the award and bonuses. The human mind is not a mean resource, but is an asset that is hidden behind every great industrial outfit today. Behind every successful achievement with machine or direct human involvement are the best resource of all time – human mind and brain.

Conclusion

Considering the Human Resource Management chatted with its unending headings as the success story behind every successful company or organisation today. Ire Clay Products Limited has done fairly well, juxtaposing the period the industry went moribund and the time of its renaissance to its present state. It has been able to harness its material and human resources in order to come on board and remain a float competitively in the clay industry. From the principal responsibilities of the human resource personnel to: formulate and recommend human resource objectives for inclusion in the organization overall objectives; identify problems and solutions and opportunities realizable through improved effectiveness in human resource management, bring awareness to managers of their full responsibilities in the management of the human resources entrusted to them ICPL HR personnel functions effectively. This is why with no surprises the working and right environment made available running smoothly without any known chaos or rancour prevails in ICPL.

ICPL has superb goals and objective, philosophy of HRM, good wages and salary scale, a cyclic performance appraisal principles as a visionary company that desire to be echoed nationally and internationally. As it is Ire Clay Product Limited has discovered that the greatest tragedy is not destruction or disasters, of natural resources but, it is in the loathing and disdain the human resources at their disposal. It is a fact that no employer can adequately compensate his/her employee in the best remuneration yardsticks whatsoever. All that he can do is just to appreciate the workers. This is because the brain, potentials, creative and innovative capacity, studiousness, hard-work, diligence to duty etc. can never be quantified monetarily. The scholars would like to call on all other firms to join in this crusade of paying maximum attention to their employees.

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