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The Effect of Environmental Factors Influencing Manpower Utilization in Banking Sector in Abia State (A Study of Diamond Bank, Abia State)

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ABSTRACT

This study assesses the effect of environmental factors influencing industrial relation in banking sector Umuhaia Abia State. (Case study of diamond bank timber market Umuahia. Many enterprises limit their productivity enhancement of employees to the acquisition of skills. However, about 86% of productivity problems reside in the work environment of organizations. The work environment has effect on the performance of employees. The type of work environment in which employees operate determines the way in which such enterprises prosper. The objective of the study is to analyze the possible effects of some identified factors in the work environment on workers' to bank productivity. To examine the correlation relationship between environmental Factors and human resource management (industrial relation) productivity in Diamond Bank in New Timber Market Umuahia, Abia State. Primary data were used for this study that was generated through structured questionnaires with close ended questions. T-test was used to test the research hypotheses. The respondents were randomly chosen from four selected diamond banking industry. Investigation revealed that factors in both the external and internal work environment as well as employment policies as they currently obtain are unfavorable to the enhancement of labour productivity. It is therefore imperative for governments at the federal and state levels to explore ways of improving and updating infrastructural facilities in order to make work environment more conducive for enhancement of labour productivity. Similarly, job and organizationally related factors and employment policies must be looked into by the respective employers for possible reviews so as to make them more favorable.

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Background of the Study

As the business environment became an important base for any type of organization, also human resource function has its own internal and external environment, which make related issues very complex. There are many studies about the relation between environmental factors and business activities since 1950's. Equally, there are also many researches and articles on human resource management (HRM) and environmental factors link. In these studies, the following environmental elements were generally linked with HRM activities, in terms of the source of pressure or any type of influence from inside and outside [1-6].

The internal environment of HRM function might include organizational mission/purpose, organizational strategy/objectives, actions of corporate headquarters, size of an organization, structure of an organization, history/traditions/past practice, priorities of top management, priorities of line managers, issues of power and politics, impact of HRM theory, research and writings, impact of education and training in HRM, impact of overall HRM strategy, and cultural and political characteristics of employees. Equally, the external environment of HRM function might include changes in international economy, changes in technology, changes in national economy, national culture and traditions, industry/

sector characteristics, legislation/regulation, actions of unions, actions of competitors, and impact of professional organizations, HRM staff's experiences in other organizations, and general education policies and implementations. This study investigates the environmental factors affecting industrial relation (i.e. Human resource management JIRM) activities of banks industries/firms, in Today's turbulent business environment in Umuahia Abia State. Also, the degree and prevalence of strategy determination for HRM, is evaluated.

Consequently, customer requirements are the most important consideration for business organizations such as banks. Hence, the environment is considered an influential factor in customer satisfaction because to perform well, banks need relevant and timely information about the environment, i.e., their customers, shareholders, creditors, government, employees and competitors. Sources of information are usually classified as either "external" or "internal". External sources of information originate outside the organization, whereas internal sources of information originate within the organization [7]. These two categories are sub-classified into "personal" and "impersonal" sources. Personal sources originate from personal contacts with people inside and outside the organization, whereas impersonal sources originate

from sources such as documents or databases. Although evidence referring to the importance of personal versus impersonal sources and internal versus external sources is not consistent, it is generally argued that personal sources are more important than impersonal sources and those external sources are more important than internal sources. Because opportunities and threats continuously change, e.g., due to decisions or actions by stakeholders or competitors, the emergence of new technology, or shifts in customer's preferences and behaviors, the environment must be continuously surveyed and evaluated. As a result, the environment strongly influences organizations' missions, visions, strategies, business processes, products and services [8].

All businesses operate within a larger framework of the external environment, and while this environment helps shape opportunities, it also poses threats to the organization. In banking, the external environment is a set of complex, rapidly changing, and significant interacting organizations that affect a company's ability to serve their customers. Therefore, it is necessary for businesses to understand the environmental conditions that interact with marketing strategy decisions. Such environmental conditions include: globalization, operational challenges, market pressure government legislation past management failures and economic trend.

It is a means by which management reappraises the organization's current performance with respect to what processes are in place, the contribution of each of the existing processes and which processes can be replaced or completely phased out. In the face of dwindling performance, declining profitability and shrinking market shares culminating in the need to cut costs, reduce inefficiency and enhance effectiveness, firms that desire to survive the intense competition thus offer better services to attract patronage and add value to shareholders. They search for the best fit between resource utilization and result orientation. Restructuring implies raising questions that challenge the creative abilities of managers regarding operations in the design and implementation of business activities.

This means making the best use of critical resources, which include personnel; systems, structures and information flows; decision making; and the development and strengthening of core competencies and capabilities [9]. Banks play very significant roles in the economy. Without a strong and forceful banking sub-sector, other sectors and industries perform poorly. Accordingly, the development of an efficient banking sub-sector is a prerequisite for economic development and the prosperity of a nation. Though the Nigerian nation is bountifully endowed with petroleum resources, much attention must be paid to the sustained development of the banking sub-sector. Thus, what banks in Nigeria are doing to improve their performances through the restructuring of their processes and relationships among the organization's components, which include people, tasks, and technology, are of crucial concern [10]. Given the level of development of our banking infrastructure, which is considered inadequate to meet the needs of our environment, it is necessary that efforts to enhance and strengthen the performance of banks be encouraged and intensified. If banks become more efficient in their delivery of services, they would positively impact the flow of financial resources to areas of need and, thus, the overall performance of the economy. Therefore, restructuring must be dynamic, consistent and vigorously pursued. In so doing, however, adequate concern and interest must be paid to the forces in the business environment.

In restructuring the processes and relationships among components of their organizations, managers confront challenges and set-backs, which often curtail the effectiveness and results of the managers'

efforts. In fact, the results of these changes are sometimes outright failures. For instance, any changes in projects without regard for the human element yield failures, regardless of how grand the ideas are. Recognized the role of people in change management when they argued that turnaround is not the result of one individual working alone but rather the result of a well-developed and motivated team [9].

When explained the phenomenon of human resistance to change; little did they know that rapid forces of change would become one of the most worrisome challenges facing managers [11]. People resist change when they are not adequately educated on its implications, thus entertaining fears of uncertainty as a result of the inertia and apathy people inherently possess. Downsizing the workforce is an inadvertent consequence of corporate restructuring. This is one outcome to which banks must proffer solutions by creating better structures and processes that can lead to creating more jobs.

Statement of Problem

As the factors in the business environment change, it becomes obvious that former structures and processes cannot continue to serve the new challenges. To efficiently address the changing attitudes of workers, customers, and competitors requires that new and innovative structures and processes be in place as the restructuring process of an entire business does not occur in a vacuum. Rather, the changes are instigated by the new forms of relationships that are emerging in the new environment. Successful restructuring improves the performance of the organization, while failing to restructure at the appropriate time may be devastating to the organization. Restructuring commences with identifying changes in the environment, followed by adjusting and streamlining internal relationships and processes to take advantage of the identified changes and reduce the negative impacts that could threaten the very survival and virility of the industry and other sectors.

Based on the aforementioned details, this paper examined the most relevant environmental factors and how they independently and collectively effect the industrial relation in the operations of banks to enhance results. Furthermore, this paper seeks to determine the effect of the restructuring of banks on human resources and to examine the way the banks contend with the dysfunctional implications of restructuring while still achieving a satisfactory performance.

Research Questions

1. What are the possible effects of some identified factors in the external work environment on workers' to banks productivity?
2. Is there any correlation relationship between environmental Factors and human resource management (industrial relation) productivity in Diamond Bank in Timber activities Umudike, Abia State.

Objectives of the Study

1. To examine the possible effects of some identified factors in the work environment on workers' to bank productivity.
2. To examine the correlation relationship between environmental Factors and human resource management (industrial relation) productivity in Diamond Bank New Timber Market Umuhia, Abia State.

Hypotheses of the Study

1. Ho: Some identified factors in the work environment on workers' does not possible affect the bank productivity.

2. Ho: There no correlation relationship between environmental Factors and human resource management (industrial relation) productivity in Diamond Bank New Timber Market Umuahia, Abia State.

Significance of the Study

The study will be of immense importance to the public sector of Nigerians banking sectors public sector and other private organizations that are concerned with management and decision making of human resource management (HRM) relation activities, environmental factors, the restructuring of their processes and relationships among the organization's components, which include people, tasks, and technology and other crucial concern in the country. It will enable the above mention organizations, government and private agencies to assess itself regarding how management of human resource management (HRM) in industrial relation activities, environmental factors, in Nigerian public and private sectors which has been militating sustainable industrial growth and national development in Nigeria environment.

The findings of this study will also bring new lease of hope to the people of Nigeria as the implementation of the findings will bring some relief and sense of human resource management (HRM) in industrial relation activities, environmental factors, in Nigerian public and private sectors with good relation in industries/ organizations. The study will in a special way serve as a stimulus to the Department of Management Studies in bank and various Universities in Nigeria and other non governmental agencies to revisit their curriculum/objects in order to ascertain how their management programmes towards management of environmental factors, their workers and sustaining good relation in industries/ as it should touché the lives of the common people in our society especially as it relates to policy formulation and implementation.

Scope of the Study

The study is only on the effect of environmental factors influencing on the industrial relation in banking sector Umuahia Abia State. The study will be carried out within Diamond Bank new Timber Market Umuahia.

Review of Literature

The literature on human resource management and organizational environment relationship is becoming widened continuously. There are many studies about the "strategic" dimension of human resource, which mainly discussed the importance of it, in terms of completing organizational strategies [12-16]. In connection with this, there are many writers who focused on the environmental factors affecting human resource management practices [1-5, 17-20, 21]. Discussed the importance of environmental factors, especially the role of strategy in human resource (HR) practices of firms in Australia [1]. Accordingly, they founded that, the overall human resource management (HRM) strategy, has only a relatively minor impact on HRM practices, when compared with other factors. HRM function has several roles in an organization; which is being a strategic partner that integrates business and HR strategies; develops and strengthens business processes and provides essential HR services; satisfies personnel for their demands; increase organizational effectiveness and efficiency by creating change processes [10,22]

External Environmental Factors

Changes in the International Economy Today, the changes in the international economy affect all of the national economies in a short time. This is because of the integration of world economies. Accordingly, any recession in a country which is important in

world economy, might easily stimulate same conditions in other economies. Therefore, in the unstable terms of world economy, the bargain between unions and firms can be harder. In other words, negative developments for economies would result in undesired situations. That is to say, employment rates and sales would decrease, unemployment would rise up, and so the social status of workers weakens. On the other hand, the stabilization or growth of world economy as a whole would affect any national economy in the positive way. So, the unemployment rates will decrease, the general wage and salary levels will increase, and as a result employees will be stronger. Thus, unions can gain more in bargaining for the rights of employees. Besides, in this type of terms, top managements of firms would also behave in the favor of their personnel because of the increased revenues. Therefore, human resource (HR) policies of companies would change in the affirmative way. In particular, positive developments in international economy would increase exportation rates. This will enlarge manufacturing, which needs an increased employment proportion.

In Turkey, the economic crises in 2001 resulted in decrease of demand, and so manufacturing and employment. Besides, many firms cut the wages and salaries of their employees. At the same time, some firms practiced obligatory vacation for large numbers of their personnel which lasted almost a year. Again, in 2008, like many other countries, Turkey was under the influence of economic crises in which, similar results were observed. Similarly, cite economic recession resulted in reducing workforce in Australia [1]. In the same way, Mello discusses economic trends, such as unemployment rate, would have influences on any achievement of an organization.

Changes in Technology

Changes in technology could provide more appropriate infrastructure for mental and physical human health. To put it another way, any development in science and so, technology would make it possible to set up a better organizational substructure. Moreover, with this type of progress, also the incomes of business organizations will grow, which can be expected to improve the wages and salaries of employees. The increase in the number of technological alternatives or innovation in business functions might create a positive image for firms which can increase revenues. Furthermore, changes in technology can make it possible to have improved human resource functions such as selection, recruitment, educating, training, performance appraisal or observing, determining wages and salaries.

In addition, international developments in human resource management (HRM) can be learned faster; and, be implemented. Besides, all of the human resource functions can be practiced in a more effective way. Changes in technology can also have negative impacts on human resource policies. This type of circumstance can decrease the need for labor, which can result in a lower employment level. As a result, the demand for qualified workers would be higher, so educating and training costs will increase. Also, policies, such as encouragement for retirement could take place more dominantly, which increases the spending of social security. At the same time, technological developments can make some employees functionless, who are very valuable in conventional or old style manufacturing.

Therefore, some workers can become low-spirited, and can be put out of organization by retirement, breaking contract, or other ways. This can be called as social costs of technological developments. On the other hand, the need for qualified workers for using technology can increase personnel spending. As pointed

out by technological developments require flat organizational structures to allow highly qualified personnel demonstrate their creativeness [23]. Accordingly, firm managements employ staffs who are knowledgeable about information technologies; as a sign of changing HRM policy and strategy. Similarly, pointed out that, especially the prevalent usage of microprocessor based technology, affects recruitment, staffing, the knowledge, skills and abilities of workforce [1]. In addition, Jackson and colleagues, stated that producers, which use flexible specialization require less skills than manufacturers that use mass production. pointed out that, technology provides new methods for HRM practices [6]. suggests that, technology alters the roles of human resource [22].

Changes in the National Economy

Changes in the national economy directly or indirectly affects human resource activities of firms, in terms of recruitment, employment, redundancy implications, compensation and rewards/ salaries. As mentioned above, any recession in national economies might result in the reduction of workforce, or at least significant cuts in wages or salaries and social support spending. Stressed the significant interference of national economy on HR policies [22]. In the same way, Mello Points out that, organizations should predict the future of economy and plan their functions. Accordingly, economic conditions might have an important affect on labor force, by changing the type and number of personnel demanded. In other words, when an economy stabilizes, competition for qualified human resources increases. The positive developments in national economies would increase labor demand, so the wages and salaries. The stabilization of internal economies strengthens belonging, togetherness, and cooperation because of satisfying outcomes which benefits both shareholders and personnel. Any downgrade in the stocks and market values would easily damage the relations between owners and employees.

The position of national economies, in terms of stability and wealthiness might attract qualified people from other countries, which give better recruitment opportunities to firms [24]. As it was discussed above, Turkey experienced so hard conditions in 1994 and 2001, because of economic crises in national economy. Therefore, first recession, and then downsizing made Turkish firms end work contracts, or shut their doors, in other words stop operating, which caused hundreds of thousands of people unemployed, or low waged. Besides, labor unions reevaluated their policies because of those special conditions.

National Culture and Traditions

Natural culture and traditions may affect human resource management activities in terms of transferring related national characteristics to the business life. Behavioral types or attitudes of top managers and human resource managers are under the influence of local culture therefore it has direct or indirect impacts on human resources activities. In countries that are more closed to the entire world, firms could have HR activities which are more affected from national characteristics, but this is related to the size, institutionalization level and international operations of those firms. The countries that are fully integrated to the international business and economics should have firms which are more open to the impacts of universal culture. Large firms are expected to be more open to international impact, because, this is essential for them to operate in foreign markets. National culture and traditions also affects HRM activities by changing ways of response of management for local sensitivities. Cultural values should be taken into consideration by firms so that, not to confront public reaction for their actions.

As stated, firms should consider the values, myths, behavioral types, rituals, and expectations of society, when they are identifying HRM policy and strategies [25]. Thus, organizations would be stronger in competition. Equally, if institutions put the ethics of people into account, it would be easier for them to behave in socially responsible way. In relation with this, [1] cite the linkage between the differences of HRM practices and national cultures. Examined the multiple constituency approach, which explains the practice of human resource department through client expectations [19]. Argued the link between national culture and HRM activities [6]. Achieved the result that, national culture is one of the important elements which determine organizational perspectives in establishing structure for effective HRM practices [21]. Turkish society is generally conservative, loyal to their traditional culture. Therefore, firms operating in Turkey should be more sensitive to local cultural characteristics.

Methodology

Researcher design is a frame work of collecting and analyzing the data for a study. Research design answers the fundamental question of how the study subjects will be brought into scope of the research setting to yield the required data . The research design methods adopted in this work is survey method. This study will use this method to investigate on the effect of environmental factors influencing the industrial relation in Diamond Bank, Timber Umudike Abia State as a case study.

However, Primary data was used which were obtained from a sample drawn from the staff of the some Diamond Bank New Timber Market Umuahia, Abia state. All these were done through the distribution of questionnaire, and oral interviews with the staff of diamond bank in Timber. This is directed at achieving a more conclusion. Meanwhile, the data used in this study were gathered through questionnaires. Samples of two hundred and fifty (150) questionnaires were administered under strict supervision.

The one hundred and fifty (150) people were drawn from bank managerial staff, Non — banking staff, banking staff and bank customers were employed. Their response was evaluated using simple percentage as well as the quantitative tool of chi-square method. This paper made use of both null and alternative hypothesis and all hypotheses were tested at a five percent (5%) level of significance.

Notwithstanding the difficulties encountered by the researcher in getting the respondent completed questionnaires, the time spent on each respondent, the exercise was successful since the entire questionnaires were filled-in and returned to the respondent.

Presentation, Analysis and/ Interpretation of Data

Samples of two hundred and fifty (250) questionnaires that were administered to the office, one hundred and fifty (150) were filled and returned completely which was used for the analysis of this study, below are the date analysis.

Distribution of Respondents

S/N	No respondents	Percentages (%)
Managerial Bank staff	15	15%
Non- Banking staff	40	25%
Bank customers	95	60%
Total	150	100%

Source: Ndubisi's Field Survey, 2015

The above table shows that 15 respondents representing (20%) are Managerial Bank staff; 25% respondents representing Non-Banking staff and 60% respondents representing are bank customers of the selected Diamond Bank New Timber Market Umuahia; this shows that the respondents are capable of doing justice to all the questions in the structured questionnaires.

Respondents' Age Distribution

Age group	No respondents	Percentages (%)
20 -25	50	20%
30-35	100	40%
40 and above	50	40%
Total	150	100%

Source: Ndubisi's Field Survey, 2015

Table-2: above shows the age distribution of respondents used in the study. It reveals that the productivity and economically viable segment of the population, that is, between 30 years to 40 years and above has the greatest percentage, (40%). The sampled age brackets are for those known to be in the selected Diamond Bank New Timber Market Umuahia. While the least percent of the respondents fell within the age group between 17-29 years.

Table 3: Respondents' Educational Qualification

Education status	No respondents	Percentages (%)
Non formal	20	8%
Primary	40	16%
Post Primary	30	20%
Post Secondary	35	24%
Graduates	25	32%
Total	150	100%

Source: Ndubisi's Field Survey, 2015

Table-3 above shows that out of the 150 respondents, 35, 25 representing (24 % and 32% respectively) of the total respondents say that an increase need for educational attainment is seems to be better in understanding the effect of environmental factors of human resource management (industrial relation) in Diamond Bank New Timber Market Umuahia, Abia State, Nigeria. While 20 respondents representing 8% are non- formal education; 40 respondents representing 16% are people with primary education. This consisting of 56% respondents on educational attainment as essential for the effect of environmental factors of human resource management (industrial relation) in diamond bank New Timber Market Umuahia.

Analysis of Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.817	.813	14

Source: Computed by the Authors using SPSS Statistical package version 16.

In order to ensure the reliability and consistency of the research instrument, Cronbach's alpha statistical tool was used. The value that was derived from the Cronbach's alpha test as shown in table 4.15 was 0. 817, for all the items in the instrument. Any instrument that it Alpha value is found below 0.7 is considered unreliable. Meanwhile, alpha value of any instrument that fails in between 0.95 to 0.8 and above is considered reliable.

Testing the Hypotheses

Question 1: Factors in the internal work environment has no significant adverse effects on banks productivity.

It was observed that out of 150 respondents, 130 representing 76.67% of the total respondents are of the opinion that concept of internal work environment has no significant adverse effects on banks productivity in their organization is regarded as a means for the environmental factors influencing on the industrial relation performance in the industries. While 20 respondents, representing 8% of the total (250) sample says that concept of internal work environment has no significant adverse effects on banks productivity in their organization should not be regarded as a means for the environmental factors influencing on the organization performance.

From above, were estimated using mean Squares and sum of Squares analysis. Based on the value mean Sum and sum of Squares of all the ten variables used, all their mean squares and sum of squares were greater than 4.5%, and the number of significant variables and they are in conformity of mean Squares and sum of Squares coefficients with a priori expectations, we then conclude that the result of the variables are significant to study. The value of average mean Squares and sum of Squares as presented on above was 4.202. This value shows that 42% of the total variables observed (i.e. if; operational efficiency, performance appraisal measures, lack of implementation of control policies, lack of compliance with management policies, Lack of existence of environmental factors ensures that report to the management are reliable, assets of this company are safeguarded by the function of environmental factors, lack of relationship to exist among various departments, prudent management of funds and reduces the rate of corruption and if environmental factors ensures prevention of fraud and good management policies in your organization) in the study does account as factors that limit the achievement of environmental factors and human resource management (industrial relation) in Diamond Bank New Timber Market Umuahia, Abia State, Nigeria. We then concluded to reject the null hypothesis, and then accept the alternative hypothesis that said "Factors in the internal work environment has significant adverse effects on banks productivity Nigeria

Question 2: Is there any correlation relationship between environmental Factors and human resource management (industrial relation) productivity in Diamond Bank in Timber Market Umuahia, Abia State.

			Sum of Squares	df	Mean Square	F	Sig.
Environmental Factors between resource management (industrial relation) in diamond bank	Between Groups	(Combined)	31.591	4	7.898	295.702	.000
		Linearity	25.370	1	25.370	949.899	.000
		Deviation from Linearity	6.221	3	2.074	77.637	.000
	Within Groups		43.846	144	.027		.000
*	Total		150.436	148			

Hypothesis-1 postulates that there is no correlation between environmental Factors and human resource management (industrial relation) productivity in Diamond Bank New Timber Market Umuahia, Abia State.

From the table above, we observed that environmental Factors have signification effect human resource management (industrial relation) productivity, in Diamond Bank New Timber Market Umuahia, Abia State. Thus, having the sum of square valued (31.591), and F-value of (295.702) at df of 4. The significant value is 0000 implying statistically significant at 5% level of significance. The implication of the F- test statistic is that environmental Factors does contribute to the productivity growth and diversification in Diamond Bank New Timber Market Umuahia, Abia State by (295.702) percent of the f-value. Therefore we reject the null hypothesis two of this study and accept the alternative hypothesis that say's there is correlation between environmental Factors and human resource management (industrial relation) productivity in diamond bank New Timber Markets Umuahia, Abia State.

Section Five Findings

This study has found that the HR managements of Diamond Bank in New Timber Market Umuahia, Abia State large firms generally take many environmental factors into account. Moreover, diamond bank firms consider or being affected both internal and external elements of organizational environment, when determining HR policies. Also, the impact of an overall HRM strategy is one of the high ranking elements that shape HR actions of these companies; which show that, these institutions generally have strategies for their HR activities. Consequently, these findings reflect the current reality that, business environments becoming more complex day by day, that should be considered effectively. In other words, the number of environmental elements increases, and they are changing in a fast way. Further investigation should be realized with more environmental factors, with a larger sample. Furthermore, organizations of different countries should be compared for their environmental system that shape HR planning and implementations. This research has served as a base for future studies and encourages associating and searching the relationships of the environmental factors, with their HRM practices. This research has thrown up many questions in need of further investigation. The current study found no relationship between dependent and independent variables. So, further work needs to be done to determine the related association in details, on different kinds of samples, in different countries. This study may enhance the understanding of the environmental factors and extend the concept while relating it with the HRM practice in industries. Although the results have not supported some of the previsions, the attempt to control and consider all of the environmental elements should be continued.

In summary, the researcher found that environmental Factors have influenced immensely or a lot to industrial relation productivity in Diamond Bank New Timber Market Umuahia, Abia State. Also that it has helped in the reduction of human resource management imbalances and again, it has decrease the performance of the organization.

Recommendations

Based on the summary of findings and conclusions of this study, the researcher recommends that:

1. Firstly, organizations should endeavor to include environmental Factors in their planning and policies, since it has been proved through research that environmental Factors has helps in planning and achieving industrial growth of an organization.
2. Secondly, environmental Factors is the most important asset of the organization and therefore should be given a unique consideration, if actually the organization wants to survive.
3. Thirdly, it was also shown that the internal and external environmental factors are mostly positively and significantly associated. The results of this research supported the hypotheses, which propose no positive and significant relationship between industries, city of headquarter, ownership type, country of origin and internal and external environmental factors. At the same time, it was also seen that, the sizes of organizations are associated with environmental elements, which are taken into account of human resource management (HRM) processes. In general, therefore, it seems that further researches are needed to test the impacts of the more environmental factors on of human resource management HRM strategies, policies, and implementations.

Conclusion

This research work concerns itself with environmental Factors as it influences the industrial relation productivity in industries. An analysis on the subject matter centered in Diamond Bank new Timber Market Umuahia, Abia State, Nigeria. Environmental Factors is important for precisely the same reason that planning is generally significant. The efficient utilization of environmental Factors to organizational resources — human, capital and technological etc does not just happen without the continual estimate of future requirement and the development of systematic strategies designed towards goals accomplishment. The long run success of any organization ultimately depends on having an optimum industrial relation (human resource system) in line with planned environmental Factors. The optimum industrial relation (human resource system) which is having the right people in the right job at the right time should be planned as it is the control system in the organization. It is regarded as the control system because if influences organization environmental factors growth [26-29].

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