

MANAGEMENT COLLABORATION WITH HUMAN RESOURCE DEPARTMENT TO ACHIEVE ORGANIZATIONAL GOALS

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Abstract

The concerns of human resource management in the organization, is to optimize organizational performance through planned employees satisfaction. The question of this assignment is “Role of organizational management in collaborating with Human Resource Department to achieve organizational goals” The major objective of the study is to highlight the relationship between the two, towards achieving the overall set goals of organizations. Instrument for data collection is secondary (internet and Text books). The method of analysis is table. The major finding of the research is that all successful organizations collaborate with its Human Resource Departments. The study recommends that since all organizational goals are success with the collaboration of the management with the Human Resource Department, the Management should all times communicate its goals and objectives (short times wins) to the Human Resource Department so as to help it on how to plan man power towards attaining the organization's goals. Thus achieving organization's objectives depends largely on employees' attitude and behaviors. Various statistical analytical procedures were applied to validate the samples and address the study's objectives. Results show that HRM practices is significantly associated with achieving organizational objectives. It also shows that, improving the quality of work induces certain behaviors in the employee who is a source of competitive advantage for the organization.

Introduction

Contemporary economy is changing rapidly. It is characterized by phenomena, such as globalization and deregulation of

markets, changing customer demands and increasing competition (Becker & Gerhart, 1996). Most companies' failure to reach their goals in these turbulent and volatile

periods is due to excessive focus on technical problems at the expense of human resources (Cross and Isrealit, 2000). Explaining the impact of human resource management (HRM) activities on organisation's performance has dominated discussions and research interest in the last decades (Becker and Huselid, 2006). March and Sutton (1997) stated that explaining organizations' performance variations remain one of the most enduring subjects of study. This has prompted research to be directed towards explaining and understanding of the relationship between human resources management practices and firm performance.

As the personnel is the crux to resolve management problems of an enterprise, an effective human resource system ensuring that personnel in the organization are optimally motivated and committed to the aims of the organization is a pivot success (Ulrich, 1998). Little and Nel, (2008) opined that when employees are guided to achieve their performance potentials, this ultimately leads to organizations' success. Thus, success of the organizations depends on the amount of commitment bought in by the individual employee operating in a highly competitive environment which will be complemented by the organizations.

Improved quality and productivity linked to motivation can be achieved through training, employee involvement

and extrinsic and intrinsic rewards. The growing interest in the compensation geared to performance and skills reflects one aspect of the increasing significance of HRM in realizing management goals and objectives.

Therefore the study will be focusing on the following selected HRM practices (training and development, recruitment and selection, performance appraisal, compensation,) performed by the HR department, to influence the attainment of organization's objectives.

Statement of the problem

This topic being a researchable one requires a lot of research, time and funds are short, considering the time frame when this work is needed, equally being a group assignment, meeting the members at a moment to put hands together to do this work is almost impossible.

The weather (heat period) is not conducive for learning or research, more so this work requires a lot of data collection in other to make a valid conclusion but time could not permit that.

Objectives of the study

This research aims at highlighting the effort of both Management and Human Resource Department towards achieving organizational goals.

Literature Review

Human resources are part of a firm's total resources, so their management must align with the firm's strategy (Baron & Kreps, 1999). Traditionally, human resources has

been seen to be the highest operating cost in the organization that managers logically find ways to minimize (Becker & Gerhart, 1996). It shows therefore, that companies consider people as variable cost rather than as asset. According to Bratton and Gold (2007), strategic human resource management is “the process of linking the human resource function with the strategic objectives of the organization in order to improve performance”.

People are the assets who create value use for gaining competitive advantage over rivals. 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 constituting a significant source of competitive advantage (Armstrong and Baron, 2002). Also, as stated by Baird and Meshoulam (1988) that “business objectives are accomplished when human resource practices, procedures and systems are developed and implemented based on organizational needs, that is, when a strategic perspective to human resource management is adopted.”

Results of several researches, has confirmed that employee skills, attitudes and behaviors play a mediating role between HR systems and firm outcomes. Khatri (2000) from different industries, there's a strong direct influence of HR practices on

firm profitability. According to him, HR function in Singapore companies still remains secondary. The effect of organizational strategic variables regarding HRM and the source of competitive advantage of 138 Korean firms was examined by Bae and Lawler (2000). They found that firms with high-involvement HR strategies had better performance. Batt (2002) examined the relationship between human resource practices, employee quit rates, and organizational performance in the service sector. His findings confirm that, firms emphasizing high skills, employee participation in decision making and in teams, and human resource incentives such as high relative pay and employment security, have lower quit rates and higher performance (sales growth).

Paul and Anantharaman (2003) tested the causal model linking HRM with organizational performance. They found that practices like training, job design, compensation and incentives had a direct effect on the operational performance parameters. Sing's study (2003) tested and showed that there exists a significant relationship between strategic HR orientation of Indian firms and their performance. HR orientation was conceptualized as the alignment of HR planning, selection, evaluating, compensating, developing and staffing practices with the business strategies of the firm.

Selected HRM Practices in Organizations:

Recruitment and Selection

A major concern of human resource management is the recruitment and retention of valued employee (Davenport, 2000). A recruitment campaign usually identifies a number of applicants who can potentially meet the requirements of particular jobs or roles. The hiring managers then select, among the candidates with the aid of a competency profiles (knowledge, skills, abilities and other attributes) in this selection pool, those that would add the highest value to the firm. The importance of managing the employment relationship such that it generates value added knowledge for the organization has an obvious link to recruitment and retention of staff (Ulrich and Lake, 1990; Wayland and Cole, 1997).

Training and Development

Training is a key factor related to the achievement of organisational objectives. The individual plays a more active role in defining his/her own training objectives, and attempts to match them to company objectives. The focus of human resource training is placed on enveloping people who are capable of tapping internal and external information and turning it into useful organizational knowledge. Thus, leadership, management change and company mission and values are reinforced through training (Yahya and Goh, 2002).

Companies intending to gain a sustained competitive advantage should help their employees raise their skills by receiving continuous training so that they can learn new things needed to ensure quality improvement of the products and services of the company. A clear understanding of the company's mission and values would help ensure a right direction for goal attainment.

Performance Appraisal

The measurement of employees' performance allows the company to provide compensation fairly to the deserving individuals according to certain predetermined criteria like employee competency, teamwork ability, initiative, soft skills and ethics. Organizations can monitor the development of desired employee attitudes and behaviors through the use of the appraisal mechanisms. This appraisal-based information could be used for changing the selection and training practices to select and develop employees with the desired behaviors and attitudes. However, the effectiveness of skilled employees will be limited unless they are motivated to perform their jobs.

Compensation System

Firms can affect the motivation of employees in several ways. They can use performance-based compensation to provide rewards to employees for achieving the specific goals and objectives of the firm. A substantial body of work has provided evidence that incentive-based compensation

has an impact on firm performance (Milkovich and Boudreau, 1998).

Thus, the following hypotheses were proposed for the study:

1. Training and development, recruitment and selection, performance appraisal and compensation will jointly and independently predict organizational goals.
2. There will be a significant relationship between recruitment and selection and organizational goals
3. There will be main and interaction effect of performance appraisal and compensation on organizational objectives
4. There will be significant differences between training and development on organizational objectives

Methodology:

The method for data collection is strictly secondary source. (internet, text books and journals)

Data Analysis:

Basically, the data collected has shown that management and Human Resource Department work hand on hand towards achieving organizational goals.

Results of Findings

Because of the fact that we did not go for face to face interaction, printing and distribution of questioners, our finding will strictly base on the secondary data findings.

Therefore the result shows that the two variables collaborate towards achieving organizational goals.

Discussion and Conclusion

According to the study, the HRM practices in the organizations in Nigeria exert significant influences on organizational achievement. Among the independent variables; the recruitment and selection and performance appraisal has the greatest effect. The training and development and compensation systems encounter certain problems. These systems are seemed as autonomous and at the instance of the management. The tradition of having to “hand-pick” who goes for training and gets a pay rise affect the moral of employee in their performance in achieving the organizations' goals and objectives. The better the recruitment and selection process the more effective is the work structure that enhances an appropriate performance appraisal for individual that fosters training and development. However, the rationale of this research is to enhance an understanding of the relationship between HRM practice in the brewery industry in Nigeria and the influence on organizational objectives. HRM practice competence takes time to develop, accumulate and cultivate and as such requires the support of other tangible factors such as infrastructure, organizational culture and management support.

Recommendation:

The following recommendations were put forth

- i. There must be communication with employees
- ii. Clear role and assigning of

- responsibility
- iii. Allocating financial resources should be regular
- Iv. Establishing a diversity council/task force

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