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IMPACT OF HUMAN RESOURCE MANAGEMENT (HRM) ON IMPROVED
ORGANIZATIONAL PERFORMANCE

By

# HAUWAU YOSOLA AKOGUN

**Dissertation submitted in partial fulfilment
of the requirements for the degree of Master of Science**

**at**

**National College of Ireland**



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**Submitted to the National College of Ireland, August 2022**

**ABSTRACT**

Organizations are expected to perform. The expectations as regards to what performance may be acceptable, in the short or long term, differs on the basis of interest of the stakeholders. Improved organizational performance are mostly evident over a certain period of time; where the organizations have been able to learn and relearn from the effectiveness and efficiency of their processes, effects of corporate strategy, systems, and policies; and the business environment dynamics that sometimes necessitates re-strategizing and reintroduction of newer policies, strategies, and systems. All of which are aimed toward ensuring improved performance in the different arm of the organization (management, administrative, and operation), and the organization at large. Ensuring a state of performance is important only before improved performance can be achieved. Managing the pool of people and resources for the goal of achieving improved performance, influencing actions, routines, systems, decisions, and relations within and without the workplace in a manner that ensures a congruent goal of improved organizational performance is a duty expected of a sophisticated department of the organization like the human resource (HR). The impact of human resource management (HRM) on organizational performance, in whatever regard, is determinable to the extent of how well HRM functions and operations are executed. This study sought to assess, understand and evaluate how impactful HRM contributes to improved organizational performance through it functions. The study reviewed literature on the subject and responses to research questions from 151 participants were analyzed to establish a correlation between HRM scopes and improved organizational performance. HRM impacts were measured using HRM functions as a parameter and organizational performance was determined by testing alignment between organizational strategies and objectives through responses to productivity appraisal questions from respondents. The study concluded that effective HRM does contribute to improved organizational performance.

Keywords: HRM; Performance; Productivity; Organization.

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## ACKNOWLEDGEMENT

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# CHAPTER ONE

# INTRODUCTION

## 1.1    Background to the Research

Not very long ago, so-called HR functions were set aside of "Personnel Managers" and their duties included recruitment, selection, appraisal, compensation, promotion, and demotion. These are duties that any manager could perform and so it was never necessary to employ experts to fill the positions of human resource managers let alone dedicating a whole department to human resources management (HRM). Significant attention were not really paid to issues of HRM and its impact on the performance of an organization.  The concentration on traditions and socio-cultural matters added an element of subjectivity in "personnel managers" functions such as recruitment, selection, appraisal, compensation, promotion, and demotion.

Achieving better organizational performance requires a successful, efficient, and effective exploit of organization resources and competencies as well as the capability to order the mix of these resources to provide and sustain a competitive position in local and international business environment. HRM policies on selection, training, and development, performance appraisal, promotion, compensation, incentives, work design, participation, involvement, communication, employment security and so on must be formulated and implemented by HRM specialists with the help of operational managers to achieve competence, cooperation among employees, cooperation with management,  motivation, , satisfaction, retention, commitment and more.

For businesses to survive, the relevance HRM should be rightfully recognized in any organization and not left to personnel who neither have the expertise nor the resources to carry out the huge functions of a human resource manager. In contemporary

business world that is dynamic and changing rapidly, organizations especially in service industry need to ensure maximum and optimal utilization of their resources to achieve the competitive advantage that is necessary for their survival. Evidence has shown that organizations can create a competitive position for themselves; maintain and sustain these positions through the management of scarce, non-substitutable, and valuable resources (Barney, 1991). This has the potential to affect on the market and financial performance of a company positively.

A collection of people working together towards the achievement of a common goal is the meaning of an organization (reference?). Many types of stakeholders are interested in the performance of that organization. Organizational performance involves analyzing and appraising the performance of a company in determining the period against its objectives and goals (reference?). A complete and comprehensive understanding of what the job requirements are and other relevant expectations of the management from the employees is important as this determines the attitude to the job of employees in the discharge of their duties and responsibilities. The collective effort of employees displayed in a business environment rich in policies and strategies through professional personnel management and where employee expectations are met will give birth to improved performances and consequently, improved organizational performance.

## 1.2    Rationale of the Research

As personnel in the service industry with many work and life experiences, often time the discussion of employee performance and how it affects employee productivity in the workplace. Being opportune to listen to various debates about who is more at fault for the bad performance an organization may have experienced at a certain time, reasons enumerated often border around the job description of a department in that

organization. How does that department do its job of managing the personnel? The policies this department uses to regulate communication, feedback, and other significant workplace processes.

Furthermore, in discussions where organizations recorded a rather good performance or improves from a good performance to a better one, identifiable factors that may be responsible for such improvements when properly scrutinized is a good subjective measure, still has to with the action of the employees as they may be influenced by the job function of the same department, the Human Resource Department. This study will focus on the assessment, evaluation, and understanding of functions/practices of HRM in any organization and how it impacts improvements in organizational performance. Therefore, the research questions are:

- Selection systems selects those who have the necessary knowledge, skills, and attitude to effect improved organizational performance?

- Training needs are realistic and useful for the achievement of improved organizational performance?

- Performance targets are in aligned to achieve improved organizational performance?

### 1.3 Aim of the Research

An assessment, evaluation, and understanding of HRM/HR practices and how they impact organizational performance - improved organizational performance.

### 1.4 Objectives of the Research

The primary aim of this study was to evaluate the impact of Human Resources Management (HRM) on improvements in organizational performance in the service and manufacturing and merchandising industries.

This study seeks to achieve these specific research objectives

- Identify and understand the general HR practices as they may exist in an organization.

- Determine whether Employee performance management significantly influences the performance of an organization.

- Determine whether there is an awareness about employee productivity and how the practices of HR are perceived to be of influence.

- Determine the relational impact of HR practices on employee and organizational productivity.

## 1.5    Significance of the Research

The large booming of small-scale enterprises, firms and multinationals across industries implies that if better business practices are deployed through human resource management practices, the result may be an improved economic status of employees, and improved performance leading to growth and expansion for the organization. Rising costs and Intensifying competition and rising costs in starting and operating businesses will lead to cost and risk sharing schemes among firms leading to networks of firms and Research & Development (R & D) alliances. Understanding the functions of human resources in keeping organizations sustained can be a core strategy in ensuring cost and risk sharing schemes among firms' sectors and the challenges of human resource practices in small businesses can enhance effective partnership of the government, researchers (academia), and business community to bring about a strengthened and improved organizational performance.  The research findings will contribute to deepening the understanding of effective HRM practices in organizations and its importance to researchers, policymakers,HRM practitioners, and other business stakeholders. Assisting

for addressing the key issues starting from the assessment of the inexperienced or potential entrepreneurs' ideas until their visions are realized. These visions, realized, through the combination of various management strategies from recruiting the right personnel to assigning task and responsibilities and ultimately, the management of the resources of the firms of these potential entrepreneurs which are not limited to human capacity. All for the achievement of improved organizational performance as a whole.

Human capital (employees) remain the most significant asset in any organization that gives a great competitive advantage. This is because the experience, skills, and knowledge of a motivated and inspired workforce cannot be imitated like products, technologies, processes, systems or other assets could (Mahadevan and Mohamed, 2014). Also, this has led to increased discovery and understanding of the various motivations that work for different categories of employees. As earlier discussed, organizations engage various departments to control, monitor and manage their performance, but the focus of this study would be particularly on the impact of HRM because it aims to study the impact these HRM practices have on improved organizational performance and this would provide valuable and applicable information to the management of organizations as they would be able to obtain more insight and information on how to ensure continued improved productive organizational performance.

## 1.6    Proposed Methodology for the Research

For this study, a quantitative research methodology will be adopted because this approach is a positivist research approach that allows for the measurement and adoption of a single reality, the reality for this study, is improved organizational performance. This study will make use of primary data, to be collected using survey questionnaires that would be administered online. The questionnaire will be drafted

for research questions to be answered by respondents across a study population of 130 (one hundred and thirty). The population is made up of respondents who belong to an organization in the manufacturing, merchandising and service industries in either of these three capacities - management, administrative or operational. The Statistical Package for Social Sciences software package (S.P.S.S) will be used for generating tables and charts;  also be used to get accurate results and analyze the collected data. Data retrieved will then be evaluated so as to answer the research questions that were raised in the study.

## 1.7    Structure of the Research

The study is structured and presented in a logical and explanatory manner. A manner that helps to convey an understanding of the experiences of the research project before, during and after the different stages of the study. To help readers achieve a comprehensive understanding of the research rationale, aims, and objectives, this study is structured into five chapters with their contents introduced as follows:

Chapter One – Introduction. This part of the study is where readers are familiarized with what to expect from the study and the reports. Potential users are furnished with introductory information concerning the study. This information includes the background of the study, rationale, research problem, research questions, aims and objectives, the significance of the study, and intended research methods.

Chapter Two – Literature Review. In this chapter, information from secondary sources about human resource management and how it impacts improvements in the performance of an organization. Improvement in organizational performances in the short and long term are assessed to determine how the activities of HR contributed to the improved performances as identified. The researcher sought out sources from different origins including journals, texts, research articles, publications, and company

websites for conceptual theories and empirical pieces of evidence regarding the research situation.

Chapter Three – Research Methodology. In this chapter, research design such as research framework, research philosophy, research approach, and strategy as it helps the researchers achieve the research aims and objectives are discussed. Also, research methods used to collate, analyze and present data, with population and population sample considered in collecting primary data are discussed along with the ethical considerations that are relative to the research scenario and as well, conditions, considerations, and factors that constitute limitations to the achievement of the research aims and objectives are enumerated.

Chapter Four – Data analysis, Presentation, and Discussion. The chapter thoroughly appraised and presents pieces of evidence discovered through the designed research methods as they support or oppose the position of the research questions. Analysis of statistical data is done, and the findings are presented using statistical tables and charts. Further, the research objectives and research hypotheses were also discussed by comparing and contrasting primary and secondary data; and identifying the empirical shreds of evidence as they are present in form of a concise and comprehensive data presentation.

Chapter Five – Conclusion and Recommendations. This chapter of thethesis report contains the overall summary of the study along with recommendations that are based on the research findings. The chapter also attempts to provides scope for future studies and discusses limitations of the present study as discovered in the course of the research project. The conclusions are itemized under concepts, theories, and

empirical discoveries to convey the academic and practical knowledge that this research project has helped the researcher gain.

# CHAPTER TWO

# LITERATURE REVIEW

## 2.1    Introduction

There exists a straight line between the growth or otherwise of an organization and the various activities of departments, individuals and external stakeholders as obtainable in the business environment of that organization. How well an organization can manage developments in its business environment, organize and monitor human development and simultaneously improve on the bottom line through proper product innovations, people and sustainable development usually determines the culture of an organization and ultimately, whether the performance of that organization will improve or not. However, the size of an organization, from sole proprietorships to multinational corporations, the ability and capability of those in whom management responsibilities are vested to discharge their duties effectively and efficiently, navigating the complexities as may be peculiar to their business, constitutes an important factor that determines what the performance of that organization. These management responsibilities are those as far as the component human resources in an organization are concerned. The ultimate estimate of organizational performance is the length to which individual and collective performance of the workforce contributes toward the achievement of corporate goals. The interest of this literature will be the dynamics of HRM in an organization and what the impact of these dynamics is on the performance of an organization. To understand existing knowledge about the impact that HRM has on improvements in organizational performance, this literature will focus on the concept of HRM, the concept of organizational performance, impactful HRM vis-à-vis employment relations and organizational

performance metrics and indexes. Strategic performance work functions of human resources are functions that aim to positively influence the performances of employees and by extension the organization. To determine performance improvements, the metric by which organizational performance may be tracked, assessed and appraised differs within and without industries. Some of these metrics include employee cum product efficiency, financial and non-financial measures, sustainability and other environmental metrics.

## 2.2    Conceptual Framework

### 2.2.1   The Concept of Human Resources Management (HRM)

HRM functions cut across all the departments of an organization. It is a term that describes the collection or a combination of all systems in an organization that are designed to manage the stakeholders in that organization. In practice, there is often a localization of the scope of HRM to only the employees. But the scope of HRM extends across the management of all stakeholders in a business. These stakeholders include employees and customers. HRM is an art and science in that it employs approaches that are innovative and creative, as well as entails the application of theories that are thorough and demand precision and consistency through harnessing gains of human capabilities developments, knowledge, technical know-how and professional skills to undertake organization engagements efficiently and effectively. HRM is the effective and efficient use of workers to accomplish the organization's objectives, and it is about handling coworkers, being the human side of business administration with strategies, practices, laws and processes that influence the organization's workers (Arulrajah, Opatha and Nawaratne, 2016). HRM comprises all functions in an organization that has to do with managing people in an organization,

their recruitment, training, motivation, development, appraisal and compensation, as well as activities that have to do with the management of industrial relations. Concerning impacting organizational performance, HRM functions to attract and acquire qualifying employees, develop them by preparing them for the work environment through adequate onboarding processes into the workplace and its culture, and motivate these employees by activating them through varying reward schemes to influence individual and collective employee performance that ultimately translates into improved organizational performance and finally maintenance and retention of employees for long term organizational performance stability.

Thus, HRM is the art and science of mobilizing and managing people in an organization. This is achieved through engaging in various practices and the application of theories and policies that inherently value human resources as integral assets of an organization for achieving the corporate strategic goals. Where and when rightly done, HRM ensures that employees effectively contribute to productivity in an organization and its overall performance.

### 2.2.2 How HRM Functions

Human resources of an organization in the employees remain the most important asset of any organization. This is because the creativity and productivity of these employees are a direct function of the overall organizational success. Basic knowledge of employment of labour laws and business skills are not enough for sound human resource management. A combination of good writing and communications skills, strong emotional intelligence for flexibility, patience and tolerance are required for managers of human resources to successfully manage and connect the workforce to an organization and help both organization and workforce

achieve their independent goals. HRM achieves this by making sure through its policies and practices, that corporate interests are paramount and thus take precedence over individual interests in an organization. HRM is done through and defined as the process of dealing with managing employees in an organization and issues relating to personnel in the areas of hiring, training, motivating and firing. Eventually ensuring that the organization is well and successfully run.

HRM has a very broad perspective and with processes as pointed out at Whatishumanresource.com This perspective includes everything that has to do with the workforce, from recruitment to employee orientation to employee development. This is the HRM process. It is the planning of the workforce from recruitment through to succession. The purpose of human resource management includes boosting efficiency through performance monitoring, the conduct of training and development activities to increase workforce efficiency; organizational engineering through maintenance of organizational structures, systems and processes for improved workforce accountability; compensation processing with accuracy, transparency and fairness; and organizational and employee compliance management through continued appraisal, systems and policy review.
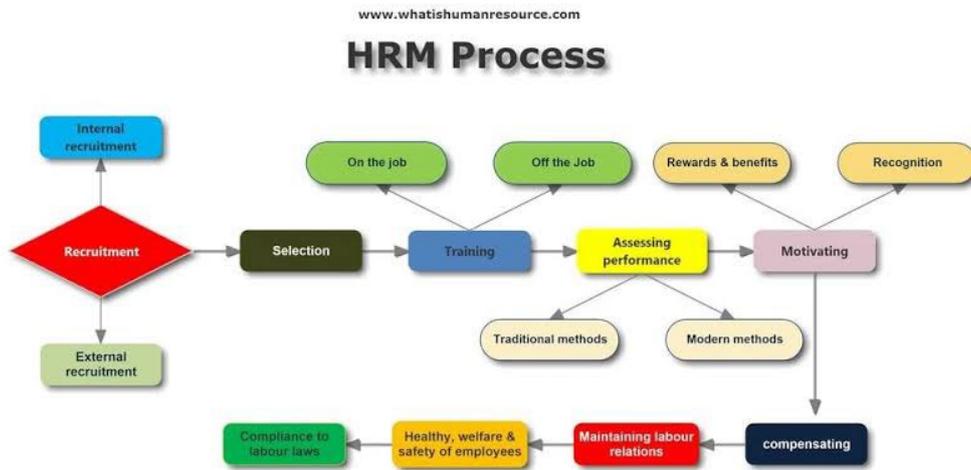
# HRM Process

Figure 2.1. HRM Process (whatishumanresource.com).

## 2.2.2.1 Employee Recruitment

Employee recruitment refers to the process that entails the successful attraction of applications from qualifying candidates who are interested in being a part of the workforce of an organization. Reasons responsible for these interests are usually personal and the utilization of internal or external employee sourcing methods to attract and recognize the chance of filling job openings in an organization. Employee recruitment starts from the identification of the positions that need to be filled with an adequate understanding of the role responsibilities and strategic importance to the objective of the organization. This informs the putting together of a concise job description. Recruitment in an organization often happens through internships, promotions and employee referrals (Bao H et al. 2021).

## 2.2.2.2 Employee Selection

Employee selection involves streamlining the pool of attracted applicants to eliminate candidates who are unsuitable or fall short of the requirements of the organization. Selection entails deciding on the preferred source, qualification and demography followed by evaluation through the conduct interview process to identify suitable candidates. Employee selection processes may be quite simple or complex depending on the type of organization and the position to be filled (Saifalislam K et al. 2014). Sound selection and decisions are important for HRM because the selection is about

choosing the right person for the job and not just deciding on the best available persons although organizational cultures and policies may prove contrary.

### 2.2.2.3 Employee Hiring

After the right candidate or best candidate as the case may have been chosen, employee hiring simply implies making the selected candidate an offer to join the organization or to transit into a new role in an organization in the case of internal recruitment and promotion.

### 2.2.2.4 Employee Training and Development

Training and development for employees refer to the effort of management through efficient HRM to continually enhance the creativity and productivity of their workforce and eventually, boost employees' performance (Bao H et al. 2021). They can be experienced as the job goes on or experienced off the job through orientations, lectures, practical hands-on tasks and line managers and senior employees as role models. Benefits of employee training to the employee and organization include improving employee capacity, reducing and bridging weaknesses and gaps within the operational, functional and management levels and enhancing the reputation of the organization. These factors come together to result in improved organizational performance over time.

### 2.2.2.5 Employee Appraisal

The objective of employee appraisal in the workplace is to improve employee performance. Employee appraisals may be scheduled, common intervals include monthly, quarterly and annual appraisals. Appraisals could also be spontaneous. They are spontaneous when they are triggered by developments in the work environment. Some of these developments include as part of promotion exercises, intervals of reported poor or outstanding employee performance and management decisions to optimize the work processes. Appraisals are usually a continued exercise in an organization, especially one where the HRM systems are up to the task with monitoring and actionable feedback. The benefits of appraisals to the management are it helps to address conflicts and issues that may impair favourable performances,

helps to identify areas employees need support and where improvements can be made to working conditions and help to inform improved strategic decisions like retention and retrenchment (Saifalislam K et al. 2014). Appraisals benefit employees in ways like helping to identify gaps and determine how best to improve on skills, recognising, acknowledging and motivating for achievements and contributions to productivity and open opportunity with management for discussions of employee goals, needs and expectations.

**2.2.2.6 Employee Motivating and Compensation**

HRM are in the best position to study and understand the employees, their aspirations and what factors influence their actions. Employees are human and so motivated by their needs and expectations. Impactful HRM identifies these expectations and meets them commensurately through the adoption of motivation methods that are relative in an organization. Employee compensations are a good way to motivate employees and influence desired behaviours (Saifalislam K. et al. 2014). Some of these forms of compensation include performance bonuses, leave and vacations, work output-related commissions, share option schemes, team rewards and bonuses plus skills-based pay. Effective compensation plans should be able to achieve teamwork and compliance and increased productivity in an organization. These eventually improve organizational performance.

**2.2.2.7 Employee Succession**

Succession plans that are cost and performance effects are important functions of HRM. The right succession guarantees continued improvement in performance in an organization, effectively ensuring that the organization remains a stable and viable going concern. A successor is an employee who has the experience, knowledge, capabilities and skills to occupy a vacant position, in a temporary or permanent capacity. In an organization, HRM ensures sound employee succession planning.

Succession planning allows an organization to have a queue of employees who have been mentored or groomed and are qualified to be promoted or transferred to occupy key positions when an organization continues to experience growth, expansion or other developments that warrant that vacant positions be filled through internal recruitment.

### 2.2.2.8 Employee Relations

Employees like all humans are social creatures who carry on relationships with other humans in any setting, business or personal. Relationships that subsist among employees and between employees and management are referred to as employee relations. HRM has transformed the management of employment relations with a level of sophistication that has helped in transforming the approaches and participation of employers and employees in conflict resolution, improved workplace policies and created a process for the early identification and management of potential conflicting actions and/or decision. This sophistication is to the extent that organizations can now combine methods that could be executed internally or externally. This sophistication has seen human resource management getting proactive towards labour disputes and employment relations issues. Various solutions and certain human resource management practices have been adopted over time to correct the errors of the past when it comes to HRM and employment relations as well have been proactive guides and systems to hedge against rising and potential employee relations disputes (Harney et al 2018). Informed by the rise in sophisticated human resource management, examples of systems and solutions adopted by HRM include the engagement of branch approach where organizations are seen and perceived as brands known for certain widely acceptable work cultures like employee experience and satisfaction; adopting of technology to drive HRM processes for better

transparency in the inputs and output of management and employees in the work environment, coupled with ensuring consistent and stable reward systems.

## 2.3    The Concept of Organizational Performance

The general objective of any venture is to perform and perform well. Although what translates to performance in various organizations varies, the common characteristic is usually the achievement of the objectives of the organization as they may be indicative of the vision and mission statements of the organization. However, the rate at which these target objectives are met and in some cases exceeded are regarded as performance improvements. In all industries, whether manufacturing, merchandising or services, how well or how bad they achieve their business objective is what constitutes their performance. For this study, improvements in the organization would then mean the positive change in the performance as compared to performance in a previous time in the life of that organization is what constitutes improvements in organizational performance. Ghalem Â et al. (2016) defined performance refers to the degree of the achievement of objectives or the potentially possible accomplishment regarding the important characteristics of an organization for the relevant stakeholders; performance is therefore principally specified through a multidimensional set of criteria. According to Tatjana Samsonowa (2012) all definitions of performance commonly relates to effectiveness and efficiency. The former is an indicator of the extent to which strategies work and so goals, aims and objectives are attained while the latter refers to the optimal engagement of all forms of the organization's resources towards putting strategies into action to attain organizational objectives. This opinion is supported by Zade EA et al (2011) with the statement that "performance is the level of attainment achieved by an individual, team, organization or process". For a better comprehension of the meaning of performance, the following definitions by various

authors suffixes. Rolstadas (1998, p.991) defined performance "as a complex interrelationship between seven performance criteria: effectiveness, efficiency, quality, productivity, quality of work life, innovation, and profitability/budget-ability". While Andersen and Fagerhaug (2002) instead believed that management science and theory have reached a point where productivity has been substituted for performance and this belief has been generally accepted and applied by organizations across aspects of their business and environmental duties "from the old productivity to the ability to innovate, to attract the best employees, to maintain an environmentally sound outfit, or to conduct business ethically". Hauber (2002) was more direct with his definition of performance, describing it "as the contribution of specific systems (organizational units of differing sizes, employees, and processes) to attain and validate the goals of a company" (p.76). Relating to HRM functions which entail whole resource management, Lebas (1995, p.29) defined performance to be an act of proper deployment and management of the "components of the causal model that leads to the timely attainment of stated objectives within constraints specific to the firm and the situation". Similarly, Dwight (1999) and (Hoffmann, 1999) the height/stage to which a goal is achieved is what performance means, also it is an evaluated contribution to the attainment of organizational goals . Some authors have espoused the interchangeability of productivity for performance to mean the effectiveness and efficiency of organizational processes, Cordero (1989) explained that effectiveness is determining if outputs contributes to achieved objectives and efficiency is determining if the right/optimal amount of input are used in producing these outputs. In more concise word, Neely, Gregory and Platts (1995) called performance the efficiency and effectiveness of purposeful action. Accounting for the interests of various internal and external stakeholders, performance may be explained as the

ability of a company to achieve goals, meet expectations, and is influenced by results in a broader sense, but also by the complementing and corresponding goal setting" thus it is the degree of stakeholder satisfaction. Finally, Venkatraman and Ramanujam (1986) recognized that performance represents a time test of any strategy. Therefore, in achieving the aim of this study, identifiable improvements in organizational performance can be assessed for the impact that HRM could have contributed.

The vision and mission statements of organizations have a common undertone. This common undertone is continued business/organization existence. According to Dransfield, Fisher and Vogel (1999), meaning increasing organizational value and thus generating wealth for stakeholders and owners by establishing business performance credibility; adding value to, and growing profitable customers through creation of market potential; and achieving this through the utilization of knowledgeable and creative people working within a system that supports establishing organizational capability/ability. These three as identified and explained by Dransfield *et al.* (1999) only satisfy the expectations of a set of stakeholders, mostly internal stakeholders. To the environment and other external stakeholders where the organizations operate, expectations exceed Dransfield *et al.* (1999) tripod by another important meaning to continued business existence. The fourth can be summarized as being a credible corporate citizen. Dransfield *et al.* (1999) supports this position when they stated that "there is another fault that I would find in such a statement. It is entirely selfish and one-sided. It ignores entirely the sociologic aspects that should be a part of a company's thinking. The business enterprise must be founded upon a sense of responsibility to the public and its employees. Service to its customers, the well-being of its employees, and good citizenship in the communities in which it operates-are cardinal principles fundamental to any business. They provide the platform upon

which a profitable company is built (Dransfield *et al.* (1999, p. 99). Additionally, confirming this position, opined that for "long-term sustainability, an enterprise needs to achieve three interdependent outcomes simultaneously; appreciative and profitable customers and markets; development of the enterprise's people within a supporting structure; promotion of its economic health; and being a 'good corporate citizen'' (Dransfiel *et al.*,1999). Performance measures differ from organization to organization, so various dimensions of organizational performance upon which monitoring, assessment and appraisal are based include customer service, employee stewardship, organizational engineering and performance, financial performance, performance measurement and improvement systems and civic responsibility.

Organizational performance concepts compares the goals and objectives of organizations with the actual performances in specific areas to determine whether there is under-performance, over-performance or the organization breaks even by just meeting their target considering various resource inputs. This study looks at organizational performance under three broad areas, namely product performance; financial performance, and shareholder value performance.

- **Product performance:** also called market performance, product performance entails how the product of an organization performed in the market in comparison to the firm's product performance projections and competitors'. It considers the effect of the market success of a product as it translates into profitability, increased market share, market penetration and product differentiation success.

- **Financial performance:** financial performance is made up of the actual monetary results in an organization as compared to standard/intended monetary results. This performance has to do with everything concerning the health of an

organization in monetary terms. These include costs and revenue, assets and liabilities, investments and commitments, liquidity and stability.

- **Shareholder value performance:** this performance is the first indicator of the achievement or failure of an organization to external stakeholders. The number one priority for managers is to increase the value of their shareholders' wealth. Managers do this by choosing business policies and operations that ensure wealth maximization and positive movements in the market capitalization of their organization. An increase in how much a company can be sold for between and at any period represents the ultimate indicator of improvements in the performance of that organization (Rolstadås, A. 1995).

## 2.4    Theoretical Framework

## 2.4.1   Theories of HRM

HRM impacts the performance of the employees in the workplace by influencing certain behavioural attitudes toward business and conducts exhibited in the business environment. There exist various ways through which the activities of HRM impact performances in an organization. The collection of general principles and rules that guide the HRM of an organization in the discharge of its duties are the theories of HRM. They are factors and scenario-based interpretations that form a systematic view of human resources and human resources management. These theories are the basis for understanding the management of human resources. Underpinning theories of HRM as it relates to impacting organizational performances include theories of organizational behaviour, human capital, resource-based, motivation, agency and the 5Ps model. (Pfeffer 2007).

### 2.4.2 Organization Behavior Theory

This theory entails the areas of research whose objectives include improving the performance of employees at work, encouraging leadership and creativity and increasing job stability. Pfeffer (2007) explains how human beings, corporate structures, policies, cultures and groups influence behaviour within an organization and its impacts on the efficiency of the workforce. This theory explained the characteristic predisposition of people, being social beings to be equality and justice driven and the organization being influenced by the actions or inactions of other organizations. Pfeffer (2007) proceeded to suggest that studying organizational behaviour could help to predict what the effect of different policies will be when it comes to issues around managing human resources.

### 2.4.3 Human Capital Theory

The theory explains continued investment in self by gathering skills and acquiring knowledge and education that will help them stand out and be better creative and eventually increase their productivity. This is the base of the human capital theory. The theory claims that the efficiency and productivity of the workforce increase through training, development and education. This eventually provides HRM with a pool of employees with the capabilities to contribute to improved organizational performance (Yahya k. et al. 2017).

### 2.4.4 Resource-Based Theory

The resources of a firm include human, capital, naturally available materials, workforce capabilities, company cultures, systems and processes that give the organization a competitive advantage. This theory proposes that the function of HRM generates a competitive edge for the organization and eventually harnesses the gains

present in heterogeneously distributed and stable firm's resources over a considerable term. The capability of HRM to effectively identify and match employees to resources in the right measure contributory to improvements in overall organization performance of the in short and long term (Conţu, E. 2020).

## 2.4.5 AMO (Ability, Motivation and Opportunity) Theory

Under this theory, three distinctive components, namely ability, motivation and opportunity form the characteristics of employees, individually or as a group. And these components eventually lead to enhanced organizational performances and overall organizational success. Ability here means HRM practices and policies that improve the competencies of employees in form of required skill, training and knowledge towards achieving organizational objectives. Under this theory, the motivation here refers to the HRM approach that encourages employees to perform better. Some of these approaches include better line communication, job security, transparent reward systems, and generally improved employee relations approaches. Opportunity means HRM policies and practices that provide the avenue for an employee to be responsible for significant functional management decisions. This practice fosters the trust of employees in an organization and simultaneously accelerates growth in an organization through collective engagement (Bos-Nehles, Riemsdijk and Looise, 2013).

## 2.4.6 Agency Theory

In any organization, an important function of HRM is the management of workplace conflicts as a result of unaligned interests, needs and expectations of the employees and the management. The theory proposes the relationship that exists between the owners of the business (management or shareholders) and the agents (employees or

managers) where agents are expected to carry on business activities that achieve the objectives of the owners. Where the interest of these parties are not aligned, the management of the ensuing conflict of interests by engaging resolution approaches that foster goal congruence and reduce frictions in employee relations are the functions of HRM that impacts cordiality in the employment environment. In an organization where frictions and conflicts are reduced, energies and competencies are better channelled into productive activities that improve organization organizational performance (Eisenhardt K. 1989).

## 2.5    Contemporary HRM Models

## 2.5.1   The Five Ps Model

Developed by Randall Schuler in the early 90s this model is a strategic categorization of the business environment factors that influence overall human resource behaviour in an organization into five (Tarique I. et al. 2021). These components are purpose, principles, processes, people and performance. All of these components are

**Purpose**: describes the corporate goal as may be obtainable in the organization's vision and mission statement.

**Principles:** describes the systems are the operational level that has been chosen for the achievement of certain organizational purposes.

**Processes:** these comprise the business, HR and HRM systems and processes that are applied in the daily/routine running of the organization.

People: these refer to the pool of people that make up the workforce in an organization who are working in congruence with the purpose, principles and adhering to processes of that organization.

**Performance:** this means the general output of results as identified, measured and appraise to determine if there will be a need to re-strategize and redefine the purpose, principles, processes and people in an organization.

### 2.5.2    Advanced HR Value Chain Model

This model infuses the value chain model into the existing strategies of human resource managers over time. It depicts a process flow which starts from HR Enablers to HR Activities to HR Outcomes. These outcomes represent organizational performances which are then appraised using different parameters. These parameters include financial, customer and process key performance indexes.
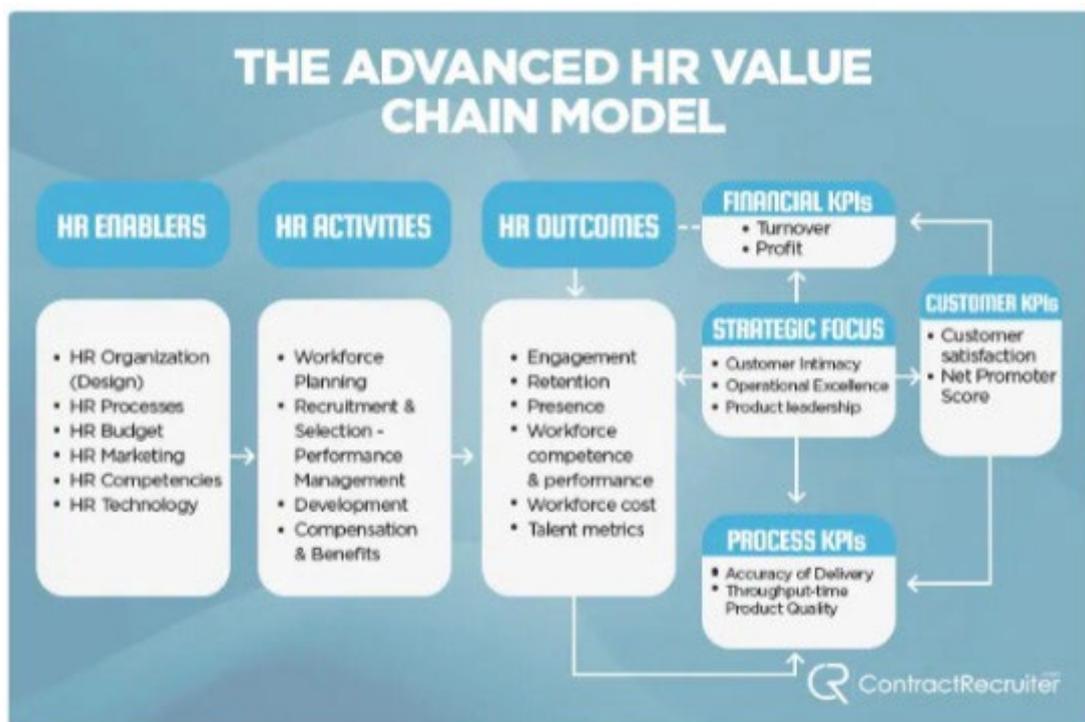


Figure 2.2. The advanced HR value chain model (contractrecruiter.com, 2021).

HR Enablers are that management personnel who influence good HR and business process decisions relating to product design and marketing, the organization's HR budget and operations mechanism. HR Activities refers to those tasks that are specific

to HRM. They are recruitment, hiring, selection, training, development, compensation and employee relations management. HR Outcomes are the indexes and metrics for the appraisal of financial, management and operations performance. The strategic analysis of HR practices and policies requires a strategic focus on key performance indexes (Alnidawy A. and Omran F. 2016).

### 2.5.3   The Best Practice and Best Fit Models

In carrying out its functions recruiting, selection, training, performance management, employee relations, and ultimately, ensuring and enhancing goal congruence, the best-fit and best-practices models of strategic HRM explores how best HRM strategies and policies become more and more fit for the business environment; and workplace practices that best contribute to enhanced organizational performance. I consider the idea of best-practices to be distinctive and peculiar to organizations. This is because the business cultures that subsist are different between organizations. Professional procedures that are accepted as right and most effective in an organization, if adopted by another organization, such processes or practices may deliver the best of results. On strategic human resource management, according to the Chartered Institute of Personnel and Development, (CIPD) (2010), "There is no single HRM strategy that will deliver success in all situations. Organizations need to define a strategy which is unique to their own situation in terms of context, goals, and the demands of organizational stakeholders." Thus, it is important that all organizations monitor, manage, and their personnel through systems that support the business strategy. The processes, policies and systems engaged by organizations thus constitute the best strategic HRM practice in that organization. Marchington and Grugulis (2011) believed that human resource management duties should be discharged in accordance to a set of HRM practices that will cause improvements in the performance of an

organization regardless of the weaknesses and threats to the business, present or potential. The best-practice model takes a universal view at HRM practices. It is of the view that there exists a combination of HRM practices considered best that when adopted by organizations across industries, they are applicable to any situation and so improve organizational performance (Armstrong et al. 2014). An argument against the best-practices, just a few HRM best practices can be regarded as strategic in most organization" (Paauwe, 2005; Marchington and Grugulis, 2000). However, there exists a wide range of agreement that a positive relationship among HRM practices, business performance, and goal congruence exists (Tessema and Soeters, 2006; Wattanasupachoke, 2009). Some of these practices include recruitment policies and selection processes (Khan, 2010; Katuo and Budhwar, 2006; Kulik, 2004; Ahmad and Schroeder, 2003; Chiu *et al.*, 2002), training, retraining, and development (Khan, 2010; Katuo and Budhwar, 2006; Ahmad and Schroeder, 2003; Kundu, 2003; Chang and Chen, 2002), job design (Morgeson and Humphrey, 2006), workforce planning (Mathis and Jackson, 2004; Chang and Chen, 2002), performance appraisal (Khan, 2010; Chang and Chen, 2002), compensation (Ahmad and Schroeder, 2003; Chiu *et al.*, 2002), and internal communication (Oladipo and Abdulkadir, 2011; Osman *et al.*, 2011; Geringer, Frayne and Milliman, 2002; Richard and Johnson, 2001).

The best-fit model recognizes that the business environment is dynamic. It also recognizes the peculiarities of the workplace and the business environment. Examples of these peculiarities include: uneven access to human capital, skill, and resources; workplace diversity and employee relations issues. It stresses that strategic HRM through policies and systems ensure an alignment between the policy choice, organizational performance, and choices and corporate objectives. The model puts corporate strategy first. It helps organization to achieve optimal effect of business

developments as they occur because under this model, strategies that best fit business objectives are mostly informed by the prevailing business developments. Example of these developments includes available manpower, resource constraints, training needs, product/market performance needs, innovation and cost leadership objective needs. Marchington and Grugulis (2000, pp. 1108) concluded that "there is little doubt that there has been a growing recognition during the last decade of the importance of training and development, and even learning as a source of sustained competitive advantage as employers "introduce more skills-specific form of training and experience continuing skills shortages in some areas"; best fit strategic HRM helps to match the role qualities of personnel with the corporate strategy.

The best-fit and best-practices models of strategic HRM both seeks to explore ways organizational performance can be improved. Both models emphasize the importance of sound business/corporate strategy and how its effects on organizational performance.

## 2.6    Models of Organizational Performance

Mishra and Mohanty (2014, p.265), Nanni et al. (1992) and Eccles (1991) are of the view that mainstream measurements of the performance of management are usually based on financial performance. Indicators of financial performance like accounting returns, proprietor's ratios and stock prices only present a narrow perspective of organizational performance (Richter *et al.*, 2017, pp.95-96) although "financial performance influences organizations and operational and organizational performance" (p. 110). Richter *et al.* (2017) went further to posit that in contrast, operation performance is a broader and better lens through which organizational performance may be appraised. Venkatraman and Ramanujam (1986) are supportive

that operational performance indicators focus on focal success drivers that may contribute or directly lead to financial performance. A measure of organizational performance effectively involves an appraisal of reputation, operational and organizational effectiveness, going concern state or threat to the existence of a business, the extent to which goals are achieved and a cross-sectional analysis of performance with competition and industry Hult *et al.* (2008).

One of the shreds of evidence of an effective and efficient strategic HRM in an organization may be obtained in identifiable improvements in organizational effectiveness that are reflected over short, medium and long-term financial performance. This is because "performance improvement is at the heart of strategic management and organization theory" (Richter et al., 2017, p. 110). Organizational performances are the actual results or outputs of an organization in comparison with the output or result intended. They are appraisable in three areas of a business. These areas are product market performance (sales, market share); financial performance (profits, return on assets, return on investment); and shareholder return (total shareholder return, economic value added).

### 2.6.1 Administrative Theory

Henri Fayol with his top-down approach to efficiency management in organizations propounded the administrative management theory. This theory believes that effective organizational management and by extension, HRM would have impact on productivity of the line manager and operational employees. The administrative theory seeks to improve the management efficiency firstly through standardization and implementation of processes at the management level in form of policy drive, target setting and choice of approach before it seeks to improve the efficiency of

operational level employees who put the management processes into action in their day-to-day job routines. Intending to improve managers who influence organizational behaviour and performance, the theory identifies the functions of managers to be planning, organizing, commanding, coordinating, and, controlling the resources at their disposal towards achieving the organization's objective. The theory further identifies principles to guide the managers in the discharge of their functions. They include authority, division of labour, discipline, centralization, unity of direction and command, remuneration, equity, subordination of individual interest, line of authority, stability of tenure, esprit de corps and initiative Uzuegbu & Nnadozie (2015).

### 2.6.2   Human Relations or Neo-classical Theory

Human relations theory which may also be referred to as neoclassical theory, states that in the design of an organizational structure, a function of HRM, the selections of the recruitment process and their behaviour are factors that must be considered. According to the social cognitive theory, personal factors and environmental influences contribute to behavioural traits of individuals, independently or in a group. The Hawthorne Studies showed that behaviour of people in the workplace is influenced by many other factors than monetary consideration.

Human relations theory was propounded by research-oriented individuals who explained HRM would impact organizational performance better if it focuses on the human relations approach, managers tend to appreciate what it feels like for the employee who has to perform the tasks the focus of thought for the manager as against when the focus of manager is on the task to be accomplished (Önday Ö 2016).

# CHAPTER THREE

# RESEARCH METHODOLOGY

## 3.1    Introduction

This chapter is contains a description of the processes employed in carrying out the study. The focus of this chapter is on the research method used for sourcing information for this study. It involves the analysis of data gathered from journals, articles, and publications which made use of the construction of questionnaires for the research questions and hypotheses, it includes the research design, how to choose the study sample from the population, the characteristics of the population, the sampling technique to be adopted in choosing the sample size, collection of data method, and type of data collected and the method of analyzing the data collected.

Intended research method will be discussed including participant selection. Then, there will be an evaluation of this method based on current literature. The purpose of this chapter is to identify and outline methods used concerning the research provided in this thesis. The research is based on the information gathered in the previous chapters. This chapter will also identify the objectives and the research design, justification for the research as well as the method of data collection.. Finally, the ethical considerations and limitations of the research will be examined.

## 3.2    Aims and Objective of the Research

The objective of an assessment, evaluation, and understanding of HRM/HR practices and how they impact organizational performance - improved performance organization. The primary aim of this study was to evaluate the impact of Human Resources Management (HRM) on improvements in organizational performance in the service and manufacturing and merchandising industries.

The research aim includes:

- Identify and understand the general HR practices as they may exist in an organization.

- Determine whether Employee performance management significantly influences the performance of an organization.

- Determine whether there is awareness about employee productivity and how the practices of HR are perceived to be of influence.

- Determine the relational impact of HR practices on employee and organizational productivity.

.3.3    **Research Framework**
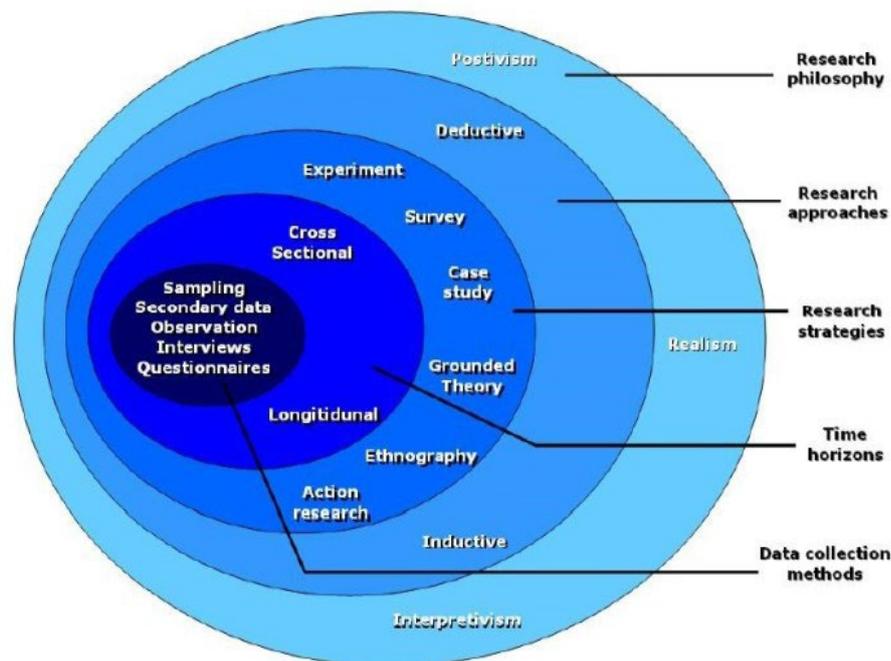


Figure 3.1: The research onion (Saunders, Lewis and Thornhill, 2019).

**3..3.1 The Saunders Research Onions Layers**

Using the research onion paradigm, the technique is to stretch from the external layer of the research onion to the internal layer. The outermost layer is the philosophy of

research which sets the stage for the research process and defines the method taken in the second phase as a research approach. The third layer is to follow a research strategy and the time frame is set in the fourth layer.

The fifth step represents the description of the methodology for data collection. The advantage of research onion is that it consists of having a sequence of stages in which the different approaches to data collection can be viewed. The following phases include research philosophy, research approach, research strategy, research choice and the research time frame (Saunders *et al.*, 2019)

For this research, the Saunders Research Onion Layer is the comprehensive framework of choice. The framework makes use of a diagram to explain the various steps taken during this research work. The basis of the adoption of the framework according to Bryman (2012) is the adaptability of the framework to varieties of research methodologies.

## 3.4    Research Philosophy

Omotayo and Kulatunga (2015) defined research philosophy as a pattern/belief that determines the mode of data gathering, analysis and usage. In addition, with the research objectives and hypothesis in view, this study focuses on the impact of HRM on improved organizational performance with quantitative and qualitative findings and numerical facts. Research philosophy for the analysis shows the process through which these data are gathered, processed and used.

## 3.5    Data Collection Methods

Data collection is essential to all research. Google forms, an electronic platform for the design and publishing of surveys to deliver questionnaires to the respondents' social media platforms and mailbox, will be used for the collection of data. A pilot test will be performed to check whether the items in the questionnaire work and to

detect potential natural weaknesses (Saunders *et al.*, 2012). This measure helps to determine before deployment, errors of communication of ideas, and understand potential difficulties for respondents. Pilot tests help the researcher to determine whether respondents would understand the ideas asked by the questions, the issues being discussed and their importance and the questions asked. It is easier to correct pilot errors than to try to do so after the final questionnaire is sent out. Before forwarding the questionnaire to respondents via various social media platforms, the researcher reviewed the questionnaire among peers.

Primary data will be captured to meet the requirements of this research, for it does not exist and has to be collected (Bryman and Bell, 2011). The researchers employed semi-structured questionnaires to gather primary data. These questionnaires will be anonymously completed by respondents. Bryman and Bell (2011) support this approach as it helps to easily explore the relationship between variables and explain these relationships. In addition, the quantitative data collection method allows respondents the time as they can give their responses when they feel ready to. The major disadvantage of this approach is that sample group was limited because the research is limited to Internet users. The research omitted those who lack the technological skills for taking part in the questionnaire.

## 3.6    Sample Selection

The research is explanatory or descriptive, because the research is aimed at establishing the causal relationship between two variables i.e. the impact of the practices/action/functions of HRM on improvements in organizational performance. As it involves collecting the views or opinions of respondents regarding a particular research interest, it made us of survey method using questionnaires, and perusal of records and publications (which were reliable due to the strata). This choice was made

since the survey method is effective for getting attitudes, pinions, and descriptions and for getting cause and effect relationships (Ghuari and Gronhaug, 2005).

The selection of the research sampling will consider issues related to the research objectives, research question and research gap to be addressed. Based on the research question and research objectives to be achieved, a non-probabilistic research sampling method will be selected for the study, so there is no sample size. By considering the research objectives, data measurement tool and resource constraint issues, the 'convenience' non-probabilistic sampling method has been selected for the study (Yin, 2017; Zafar, 2016). This convenient non-probabilistic sampling method will facilitate the research study to ensure expected quality issues regarding the selection of sample reflecting population characteristics.

A total of 100 respondents will be expected, at least, to collect research data. By using an online platform, respondent data will be collected. In this regard, social media like WhatsApp, Twitter and email communication will be made to collect the respondent data via an online questionnaire. This helps to significantly reduce if not complete elimination of the researcher's bias and simultaneously provide access to a population of diverse characteristics. In some cases, the researcher made judgment calls in sending questionnaire links to respondents whom the researcher feels are qualified for the study. A total number of 151 responses were received. Giving a retrieval rate of 151%, one that is reliable enough to base research on. Krejcie and Morgan (1970) agree with the sample as they proposed the population proportion at 0.05 as enough to provide a maximum sample size sufficient for generalization.

## 3.7 Participant Characteristics

The participants for the research study included employees who have had their jobs form between zero to above twenty years, and secured their positions by one or a combination of reasons like academic and/or professional qualifications, skill(s) possessed, experience gathered on and off the job, and patronage. Participants used to be employees or are currently employees in organizations that operate in the manufacturing, merchandising or service industry. The researcher considered the possibility that some participants may have been employees for more than one organizational; or have had to be employee to different organizations in the different industries up to the time of giving their responses to the research questions. The researcher considered that it is probable participants currently hold more than one employment or have had more than one employment at the same time in the past. The research question was administered online via social networks. And participants' responses retrieved via same mode. The researcher believed participants' responses would be informed by their experiences in the past and up to the point of giving their responses. These participants belonged and were considered based on either of three employment capacities. The capacities are management position, administrative position, and operational position. The researcher was of the view that work processes in an organization basically would see employee work in positions where they would have contribute to putting appropriate policies together, choosing direction for the organization, setting goals and objective, and ensuring compliance. Participants whose job responsibilities included the aforementioned or its varieties were considered employees management capacity. Participants whose job responsibilities included supervision, monitoring, collation of primary reports, feedback and their presentation, appraisal at mid-level management, interpretation of organizational

policies and general welfare duties were classified as employees in management capacities. Employee whose job function entails organizing and coordinating equipment and facilities on a day to day basis, who are the first point of contact with the product and/customer are those considered operational employees. For the purpose of the study, a hundred responses was expected; total responses received and upon which the findings of the study were based was a hundred and fifty-one.

## 3.8    Data Presentation and Analysis

Good research extends from the proper understanding of the research problem, question and design to good data observation, collection and analysis and most importantly, the communication of the research findings in an effective manner. Therefore, data collected will be analyzed and presented through narratives. The interpretation of the results will be based on quantitative approaches via mathematical analysis. Data analysis involves the use of software for the analysis, which this study will be adopting the scientific package for social science (SPSS) software to report the variables in the analysis of the descriptive and inferential statistics. For data interpretation, this thesis followed a descriptive/narrative approach. Concise analysis using frequencies and percentages, as well as other concise charts that shows shifts in opinions and responses.

## 3.9    Ethical Considerations

The research project was conducted with certain considerations that form the ethical principles for the study. Brooks, teRiele and Maguire (2015) believed that it is important for researchers to be aware of any ethical considerations that may be existent during the conduct of research projects. A researcher's goal is to contribute knowledge to the quality of life through structured examination and observation of society. And been humans in taking a direct or indirect part in this task, questions

about ethical stands are bound to emerge. So, this study will ensure that information of the participants involved is protected. Answers to survey questions are confidential and questions about full names were absent.. Questionnaires as administered online were responded to by willing participants who enjoyed incentives other than a chance to contribute to knowledge. And the following steps are introduced to execute the research ethically. A topic information section (consent form) will be provided to respondents, which gave them a brief introduction to the study and told them of their rights as participants. The respondents have the right to opt-out of the research. The questionnaire also contained brief explanations of the topical points, the purpose of which was to intimate participants with the expectations of the study.

The data obtained are adequately relevant to the research and issues surrounding the safety, confidentiality and use of the data gathered for primary analysis were handled professionally. Thus, the data will be evaluated for certain criteria such as the data collection period, methodology, and accuracy, purpose for data collection and content of data collected. Data collected shall not be kept for longer than necessary. Data collected shall be safeguarded against unauthorized access, accidental loss or destruction. Data in the form of hard copies shall be kept in safely locked cabinets whereas soft copies shall be kept as encrypted files on computers. The rights of participants to privacy will be respected.

## 3.10    Limitations

Non-responsive respondents posed a major limitation to the survey design. The possibility is that some respondents may be quite subjective in the answers they provide while some respondents may not completely understand the question regardless of the concise explanations provided in the question. On the whole,

academic stress and time factor were among the problems but the researcher made the best efforts in optimizing the available resources and information without allowing the limitations to lower the quality of the final output. The negative attitude of respondents such as distrust of the personnel due to their thinking that the study was meant to disclose their inadequacies. Also, random probability sampling techniques have the limitations of including an unnecessary sample in the population of the study. However, an effort has been made to ensure that this situation does not hinder the completion and quality of the research work.

Regardless of the different limitations encountered in the course of methodology for the research work, deliberate and conscious efforts were taken to ensure the validity, reliability, and ingenuity of the data submitted for research purposes. On ethical criteria that meet these three requirements were taken into account throughout the research work.

## 3.11    Conclusion

The researcher had the opportunity to discuss the methods, considerations and measures that were adopted in the research work, explaining the reason for the selection of the methods in this chapter. The researcher was also able to establish the context for the research work. The next chapter contains the findings of the research, the analysis and interpretations of the data that were collected.

# CHAPTER FOUR

## DATA ANALYSIS AND PRESENTATION

### 4.1    Introduction

Analysis and interpretation of primary data collected are presented in these chapter. The primary data was obtained from questionnaires distributed online to respondents. The items in the questionnaires were structured based on the objective of study, research questions and testable hypotheses. The questionnaire was structured with precise and direct questions to be able to capture relevant information needed for the study. The first section was designed to extract relevant information concerning the form and layout of the respondents which form respondents' demography, while the second section was structured to generate answers to the research questions, hypotheses and findings concerning independent variables and sub-variables. To get adequate information one hundred (100) questionnaire responses were expected, however, one hundred and fifty-one (151) were filled and returned. The responses received from respondents through the distributed questionnaires were analyzed using Statistical Package for Social Science (SPSS). Also, Pearson correlation and Regression analysis were used to test the hypotheses. Data is analyzed using frequencies and percentage analysis and the presentation of data using tables was done.

**4.2     Data Presentation**

**4.2.1   Background Information About Respondents**

**Table 4.1: Demographic data of respondents**

| DEMOGRAPHY | | POPULATION OF RESPONDENTS | |
|---|---|---|---|
| Characteristics | Response option | frequency | percentage |
| Type of organization | Manufacturing | 38 | 25% |
| | Merchandising | 20 | 13% |
| | Services | 93 | 62% |
| | **total** | **151** | 100% |
| Gender | Male | 85 | 56% |
| | Female | 66 | 44% |
| | **total** | **151** | 100% |
| Age | 21 – 30 | 111 | 74% |
| | 31 – 40 | 24 | 16% |
| | 41 – 50 | 15 | 10% |
| | 51 – 60 | 1 | 1% |
| | **total** | **151** | 100% |
| Duration of organization existence | 0 – 5 years | 113 | 75% |
| | 6 – 10 years | 12 | 8% |
| | 11 – 15 years | 13 | 9% |
| | 16 – 20 years | 3 | 2% |
| | 20 years and above | 10 | 7% |
| | **total** | **151** | 100% |
| Highest Academic Qualification | Degree | 105 | 70% |
| | PDG/M.Sc/MPA | 41 | 27% |

|  | Diploma | 4 | 3% |
|---|---|---|---|
|  | **total** | **150** | 99% |
| Type of engagement | Permanent | 126 | 83% |
|  | Part-time | 5 | 3% |
|  | Contractual | 20 | 13% |
|  | **total** | **151** | 100% |
| Designation | Management role | 60 | 40% |
|  | Administrative role | 55 | 36% |
|  | Operational role | 36 | 24% |
|  | **total** | **151** | 100% |
| Length of the period in the role | 0 – 5 years ( ) | 124 | 82% |
|  | 6 – 10 years ( ) | 24 | 16% |
|  | 11 – 15 years ( ) | 3 | 2% |
|  | **total** | **151** | 100% |

**Source: Compiled by the researcher.**
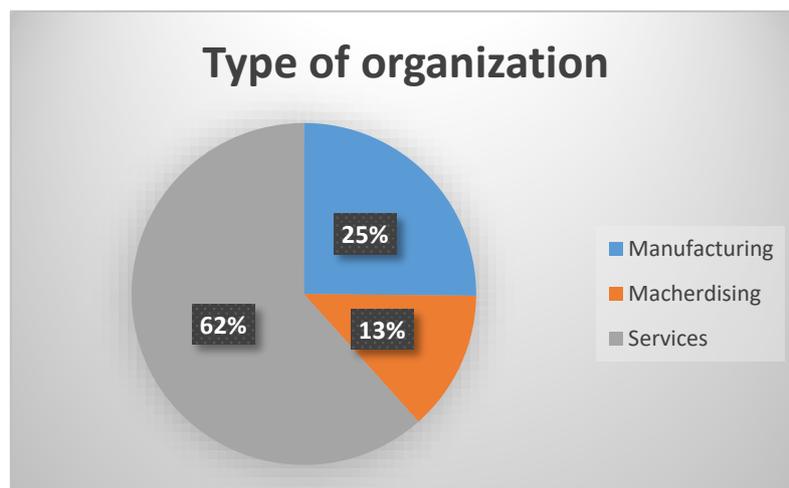


**Figure 4.1: Type of organization**

Table 1 and figure 4.1 above show the industry in which organizations of respondents

are classified. 93 respondents representing 62% are employees in the service industry,

38 respondents representing 25% are employees in the manufacturing industry while 20 respondents representing 13% are employees in the manufacturing industry. This indicates that responses to the study will generate research findings that may be less applicable to the manufacturing industry.
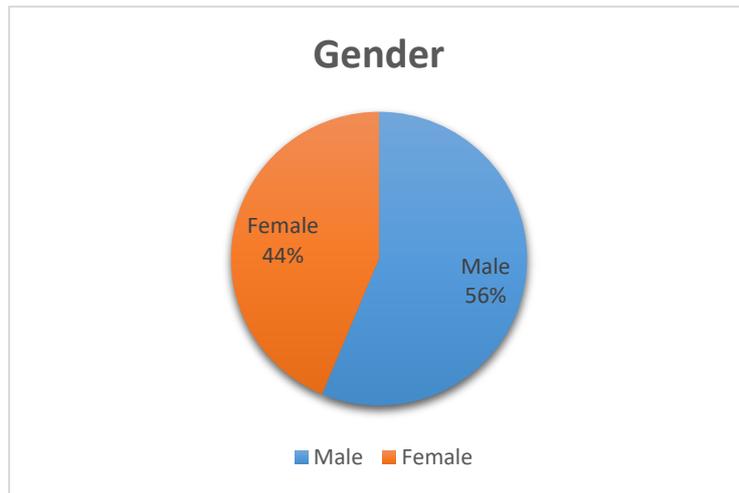


**Figure 4.2: Gender**

Both Table 1 and Figure 2 display the gender data of study respondents. The table shows that 44% of respondents are male while 56% are female, an indicator that respondent perspective from gender experiences is well represented.
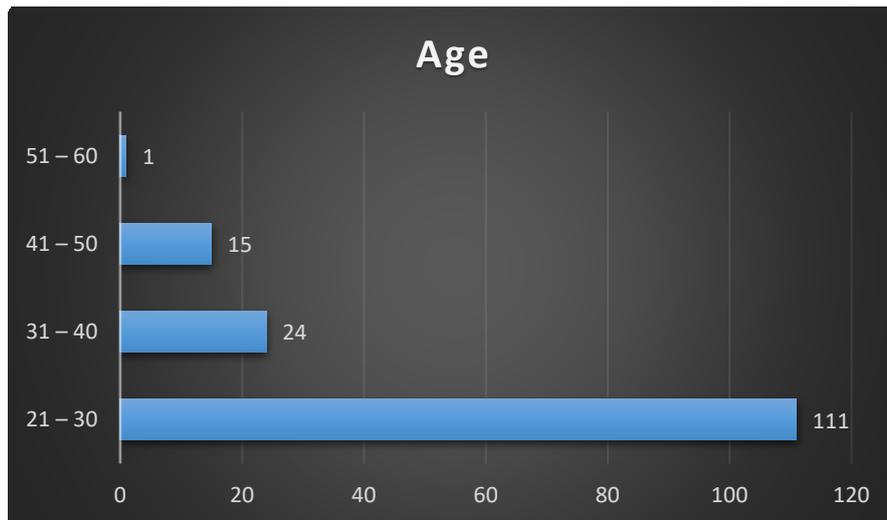
**Figure 4.3 Age**

In addition, Table 4.1 and Figure 3 show the respondents' age range: 111 respondents were between the ages of 21 and 30 years representing 74%, 24 respondents represented 16% between the ages of 31-40, 15 respondents represented 10% between the ages of 41-505 and only a respondent representing 1% is between the ages of 51-60. This means that the majority of respondents are aged between 21 and 40 years. This may be an example of the recruitment strategy adopted in the organizations.

**Figure 4.4: Duration of organization existence**

From table 1 and figure 4.4 above, 7%, 2%, 9%, and 8% representing 10,3, 13, and 12 respondents have worked or worked in an organization that has existed for between 6 to 20 years. 75% of the respondent, however, gave their responses to research questions based on their experiences gathered in organizations that have been in existence for under 5 years. These populations present a good sample for the assessment of what improvement their organizations have experienced.
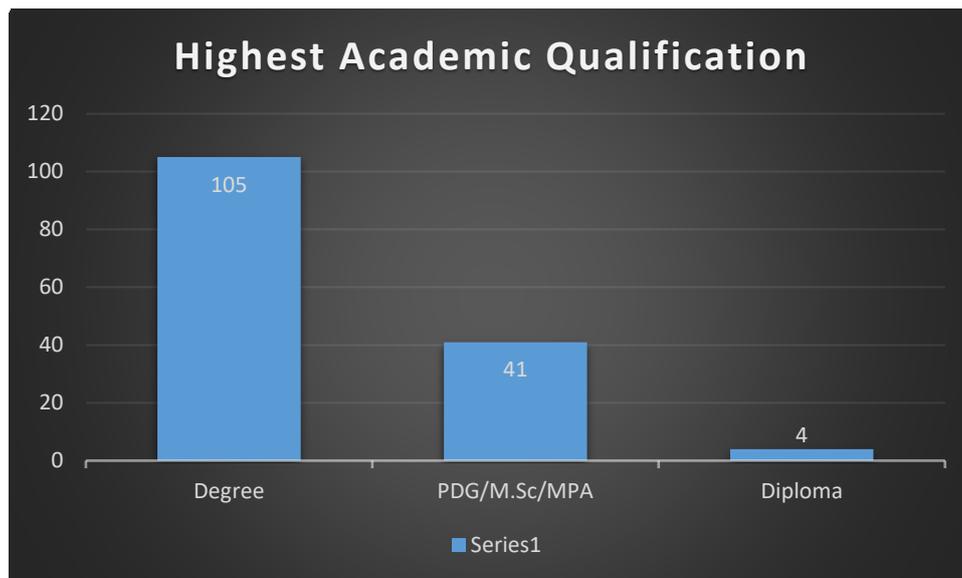
**Figure 4.5: Highest academic qualification**

Furthermore, table 1 and figure 4.5 above show the academic qualification status of respondents: 105 respondents representing 70% possess various degrees in relative disciplines, and 41 respondents representing 27% of respondents have PDG/M.Sc/MPA certificates and only 4 respondents representing 3% are diploma holders. Showing that the respondents are educated and literate and thus capable of comprehending written communication.
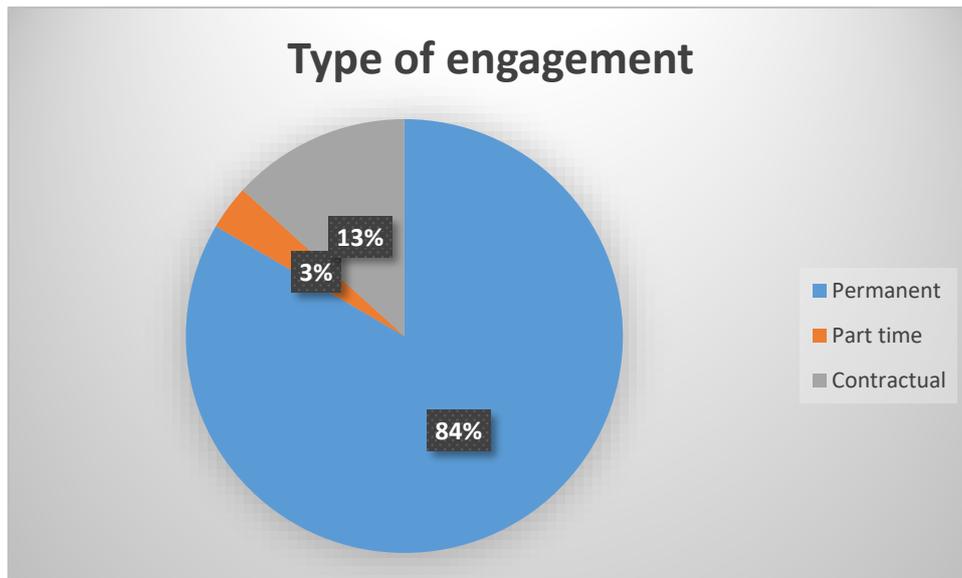
**Figure 4.6: Type of engagement**

The above table shows that 13% and 84% of respondents are engaged on a contractual

and permanent basis respectively at their organizations.
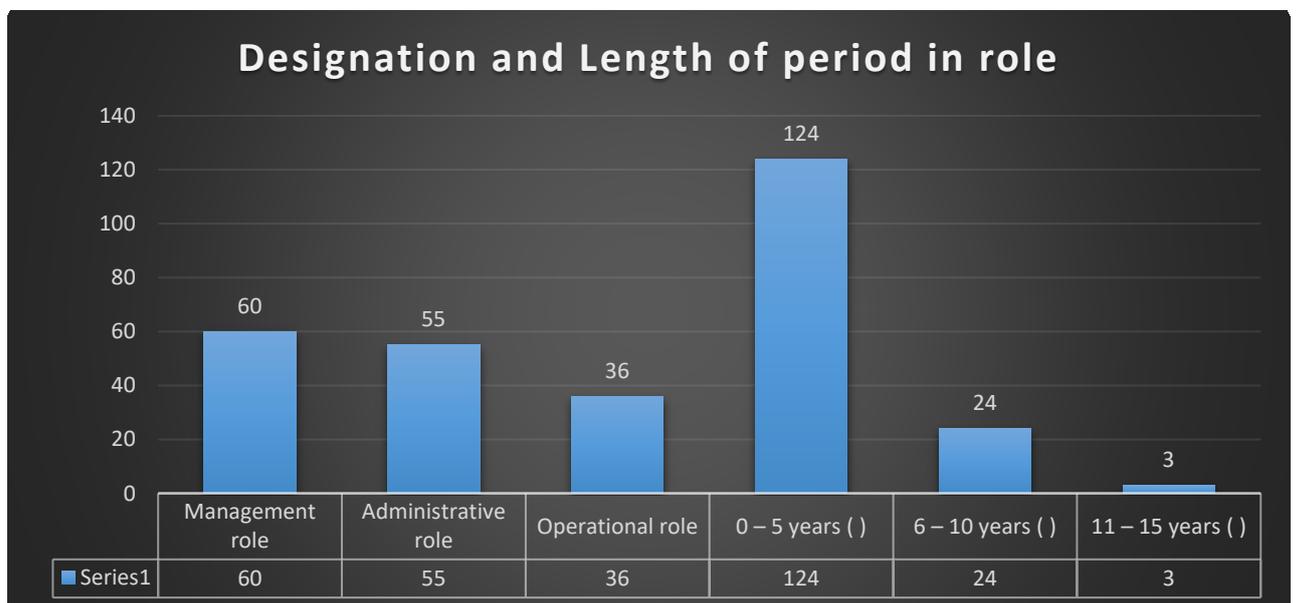


**Figure 4.7: Designation and Length of the period in the role**

Lastly, respondents are well dispersed across management, administrative and

operational capacities with 60, 55 and 24 respondents representing 40%, 36% and

24% of the population respectively with 124 respondents have been in their role for 0-

5years and 24 respondents maintaining their role for 6-10 years while only 3 respondents have been at their roles or between 11-15years. This representation forms a reliable population who are well suited to provide responses that are informed and quality.

## 4.3    Data Analysis

In this research, the data analysis includes a detailed description of all factors based on the distribution of frequencies and percentages. Each segment demonstrates the effects of the frequency analysis of the participants' responses. Regarding financial motivation on employee job satisfaction, analysis and interpretation have followed respectively with the following statements. In the table below: SA= Strong Agreement, A= Agree  U = Undecided, SD= Strongly Disagree, and  D= Disagree.

**Table 4.2: Responses on the impact of HRM on improved organizational performance.**

| s/n | | Number of respondents (%) | | | | | |
|---|---|---|---|---|---|---|---|
| | **What are the general HR practices existing in the organization?** | SA | A | U | D | SD | **Total** |
| | **Hiring, Recruitment, and Selection:** | | | | | | |
| 1 | Applicants are fully informed about the qualifications required to perform the job before being hired | 56% | 32% | 5% | 6% | 0% | **100%** |
| 2 | In my organization, line managers and HR managers participate in the selection process | 44% | 34% | 10% | 2% | 5% | **96%** |
| 3 | The selection system selects those having the desired knowledge, skills, and attitude | 47% | 44% | 5% | 5% | 0% | **100%** |

| | | | | | | |
|---|---|---|---|---|---|---|
| 4 | Vacancies are filled by qualified employees internally | 17% | 31% | 36% | 11% | 4% | **100%** |
| | **Training and Development:** | | | | | | |
| 5 | Training needs are discussed with employees | 34% | 42% | 5% | 15% | 4% | **100%** |
| 6 | There is a training strategy and coherent training program | 42% | 35% | 7% | 16% | 0% | **100%** |
| 7 | Training incorporates the interests of the organization as well as the individual | 39% | 44% | 8% | 9% | 0% | **100%** |
| 8 | Training needs identified are realistic, useful, and based on the business strategy of the organization | 53% | 37% | 8% | 2% | 0% | **100%** |
| 9 | Every employee goes through various training programs every year | 28% | 42% | 7% | 15% | 7% | **100%** |
| 10 | There is a budget dedicated to training and development every year | 38% | 32% | 11% | 15% | 4% | **100%** |
| | **Employee Relations:** | | | | | | |
| 11 | Employees are assured of a long-term future with the organization | 32% | 19% | 20% | 21% | 9% | **100%** |
| 12 | There are sanctions for employees who do not obey instructions yet achieve desired results | 30% | 40% | 15% | 15% | 0% | **100%** |
| 13 | There is a formal, fair and reasonable process for handling grievances and complaints | 32% | 45% | 9% | 2% | 12% | **100%** |
| 14 | If the organization were facing economic problems, employees would be the last to get downsized | 21% | 24% | 26% | 19% | 11% | **100%** |
| 15 | It is very difficult to dismiss an employee | 19% | 9% | 21% | 34% | 17% | **100%** |

| | | | | | | |
|---|---|---|---|---|---|---|
| | **Employee Involvement:** | | | | | |
| 16 | Employee participation is encouraged on a wide range of issues | 32% | 26% | 21% | 19% | 3% | **100%** |
| 17 | Employees can exercise independent thought and action in executing their jobs | 38% | 37% | 14% | 11% | 0% | **100%** |
| 18 | Adherence to instructions with little room for empowerment | 12% | 44% | 19% | 26% | 0% | **100%** |
| 19 | We have regular staff meetings to encourage communication with peers and supervisors | 44% | 34% | 12% | 10% | 0% | **100%** |
| | **Employee performance management significantly influences the performance of the organization** | | | | | |
| 20 | In this organization, employees are provided performance-based feedback and counselling | 30% | 34% | 12% | 23% | 0% | **100%** |
| 21 | The appraisal data is used for decision-making like promotion, job rotation, training, compensation, transfers, and discharge | 38% | 23% | 14% | 15% | 10% | **100%** |
| 22 | There are corrective measures for under-performance | 37% | 36% | 17% | 9% | 2% | **100%** |
| 23 | An Appraisal system is oriented toward growth and development | 40% | 38% | 8% | 8% | 7% | **100%** |
| 24 | There is a well-defined performance management strategy | 38% | 25% | 8% | 17% | 12% | **100%** |
| 25 | Retraining, redeployment, and employ-ability take precedence over downsizing | 28% | 25% | 25% | 17% | 5% | **100%** |
| 26 | There is a regular appraisal for promotion | 18% | 38% | 5% | 27% | 12% | **100%** |

| | | | | | | |
|---|---|---|---|---|---|---|
| 27 | The company carries out performance evaluation of each employee in the company | 39% | 32% | 7% | 17% | 5% | 100% |
| 28 | The company encourages performance in teams on different tasks | 37% | 36% | 5% | 13% | 8% | 100% |
| 29 | Each performance target is aligned to the strategic objective company | 38% | 45% | 7% | 5% | 5% | 100% |
| 30 | The managers agree with employees on specific key issues and objectives achieved in a party period time | 31% | 39% | 11% | 8% | 11% | 100% |
| 31 | In this company, managers ensure that there is timely feedback performance of all employees | 35% | 43% | 10% | 12% | 0% | 100% |
| 32 | Managers ensure that there is positive reinforcement to all employees when performing different tasks in the company | 35% | 42% | 7% | 13% | 2% | 100% |
| 33 | Managers encourage positive performance dialogue among employ the company | 40% | 37% | 15% | 2% | 6% | 100% |
| 34 | The organization has a shared understanding or way of how to achieve objectives | 34% | 41% | 12% | 9% | 3% | 100% |
| 35 | In this company, managers emphasize relationship building | 45% | 30% | 12% | 9% | 4% | 100% |
| 36 | In this company performance culture in which the achievement of performance is a way of life | 30% | 45% | 13% | 9% | 3% | 100% |
| | **Employee Productivity in the organizational performance** | | | | | | |
| 37 | Employees' quality of work improves over time | 30% | 44% | 18% | 4% | 4% | 100% |

| 38 | Employees can deliver within the set deadlines | 20% | 59% | 17% | 4% | 0% | **100%** |
| 39 | Employees have steadily increased their output | 33% | 49% | 15% | 3% | 0% | **100%** |
| 40 | Employees can deliver under less than perfect conditions | 21% | 55% | 11% | 10% | 3% | **100%** |
| 41 | Over time we have been able to reduce service cycle time | 11% | 55% | 26% | 8% | 0% | **100%** |
| 42 | Employees provide suggestions to enhance their service delivery | 37% | 50% | 9% | 3% | 0% | **100%** |
| 43 | Employees are eager to learn ways of making themselves more productive | 41% | 42% | 10% | 7% | 0% | **100%** |
| 44 | Over time we have increased customer satisfaction with the quality service delivered | 44% | 44% | 11% | 0% | 0% | **100%** |
| 45 | Employees can generate more than an hour's" work of productivity each hour | 33% | 53% | 11% | 0% | 3% | **100%** |
| 46 | Employees have a sense of what to do and when to do | 34% | 49% | 13% | 4% | 0% | **100%** |
| 47 | Employees are eager to learn ways of making themselves more productive | 43% | 47% | 7% | 3% | 0% | **100%** |
| 48 | Employees can identify and give top attention to top priorities | 38% | 56% | 2% | 0% | 3% | **100%** |

## 4.4    Data Interpretation



**What is the general HR practices existing in the organization?**

- ■ Applicants are fully informed about the qualifications required to perform the job before being hired
- ■ In my organization, line managers and HR managers participate in the selection process
- ■ The selection system selects those having the desired knowledge, skills, and attitude
- ■ Vacancies are filled by qualified employees internally

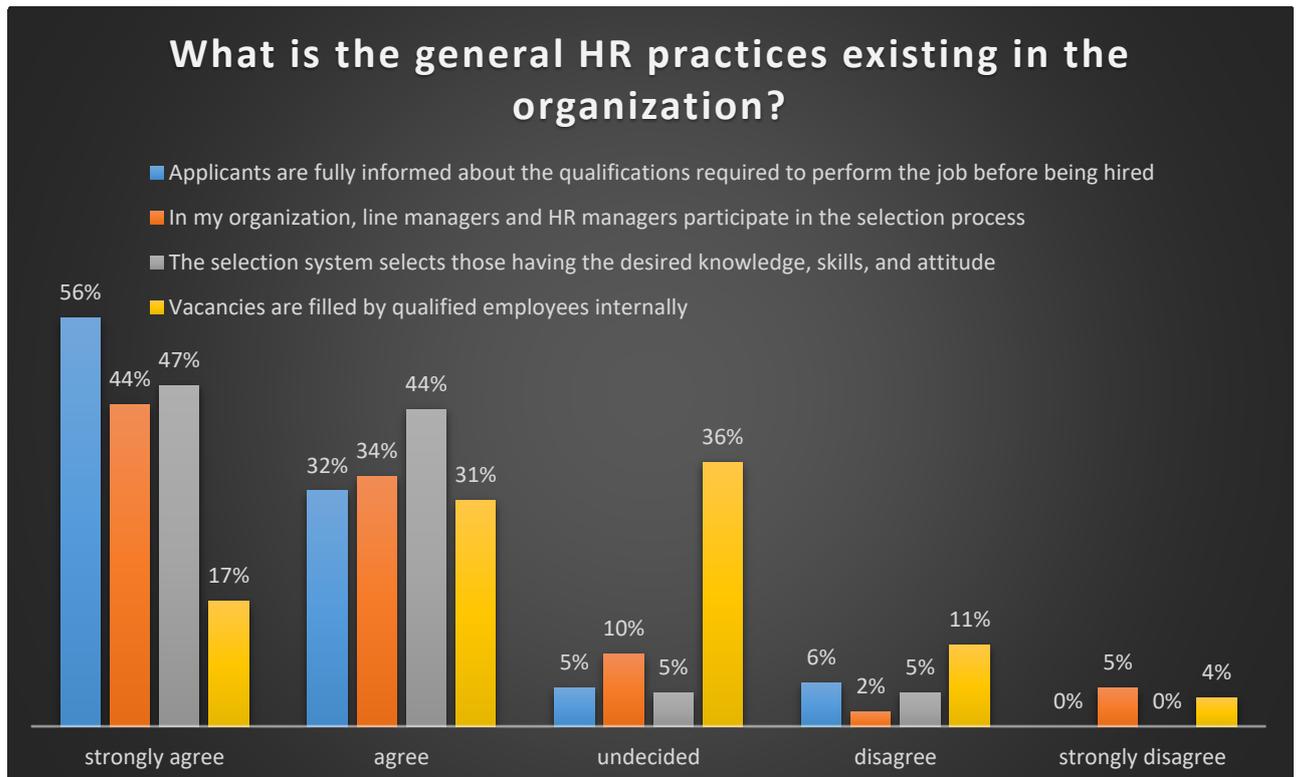| | strongly agree | agree | undecided | disagree | strongly disagree |
|---|---|---|---|---|---|
| Blue | 56% | 32% | 5% | 6% | 0% |
| Orange | 44% | 34% | 10% | 2% | 5% |
| Grey | 47% | 44% | 5% | 5% | 0% |
| Yellow | 17% | 31% | 36% | 11% | 4% |

**Figure 4.8: What are the general HR practices existing in the organization?**

Figure 4.8 above of the respondents' views as to what the general HR practices are in their organization as streamlined with the four research questions.  Although 36% of respondents are undecided as to whether vacancies in their establishments are filled by qualified candidates, it the view of majority respondents that the job descriptions and qualifications of the intended application are well communicated at the recruitment stages. There are pieces of evidence of employee participation in the recruitment and selection processes where relevant line and operational managers participate in the processes that decide the additions to their respective teams. This mode of operation provides for a system that lets employees exercise their capacities toward improved employee productivity. The aggregate of which results in productivity performances in work outputs.

5
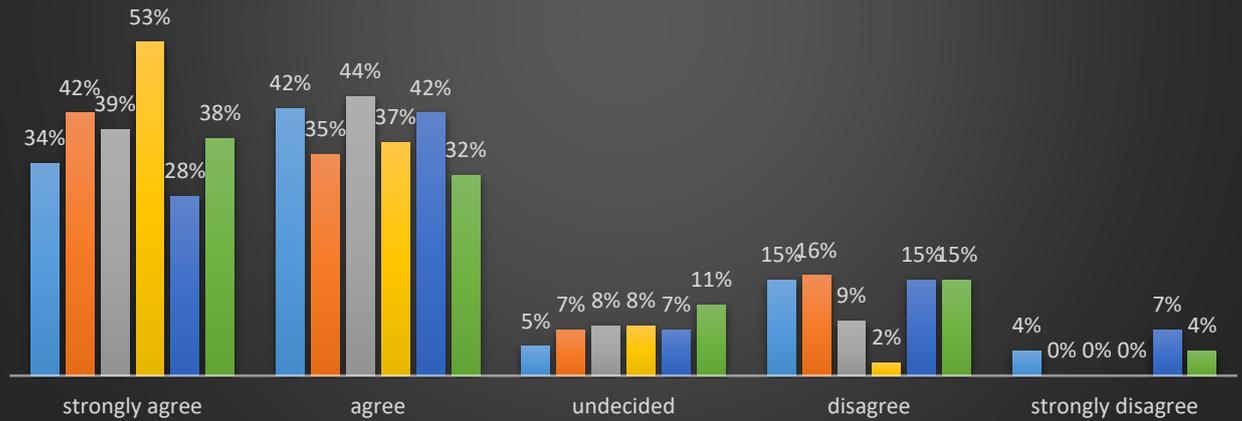
**Figure 4.9: training and development**

Figure 4.9 shows organizations are positively oriented toward ensuring systems which contribute to improved organizational performance. With personnel management systems like HRM, the continued excellence in work ethic, marginal and aggregate productivity, workplace safety, human resource capacity building and development are functions that set organizations o the right trajectory for improved performance. The majority of the composite percentage of the respondents respond positively to questions that seek to establish the awareness and discussion of training need and strategy and their significance to corporate objectives.
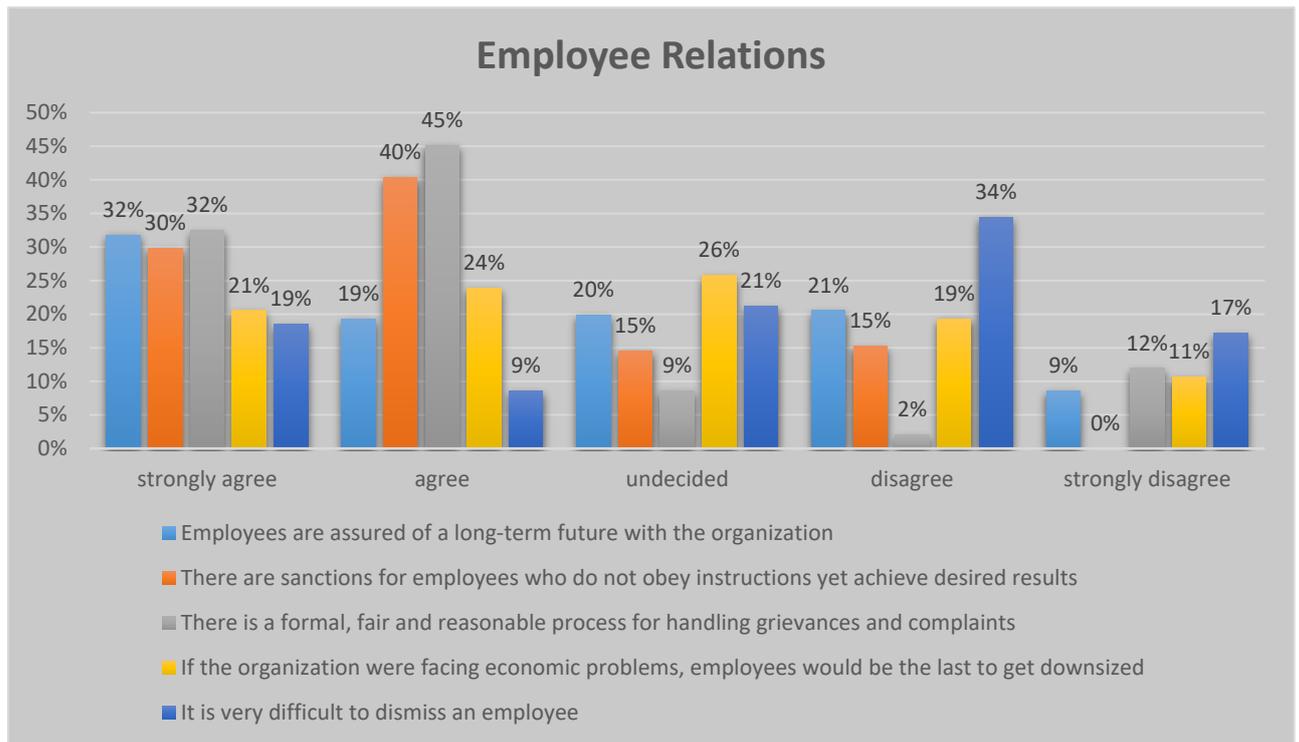
**Figure 4.10: Employee relations**

The table helps to understand the characteristic of employee relations as existent in the organizations of the respondents. Figure 4.10 shows that there exists a composite average of respondents at 54% agreeing to the existence of job security, discipline in their organizations as well as discipline and compliance toward the achievement of desired organizational results. However, on the questions that aim to ascertain employee relations processes, sanctions, suggestions adoption, ease of employee dismissal, downsizing and retrenchments and feedback in the respondents' organizations, data collected showed that the organization and by extension, is going concerned are a priority. A composite average of 46% of the respondents are the basis for this inference.
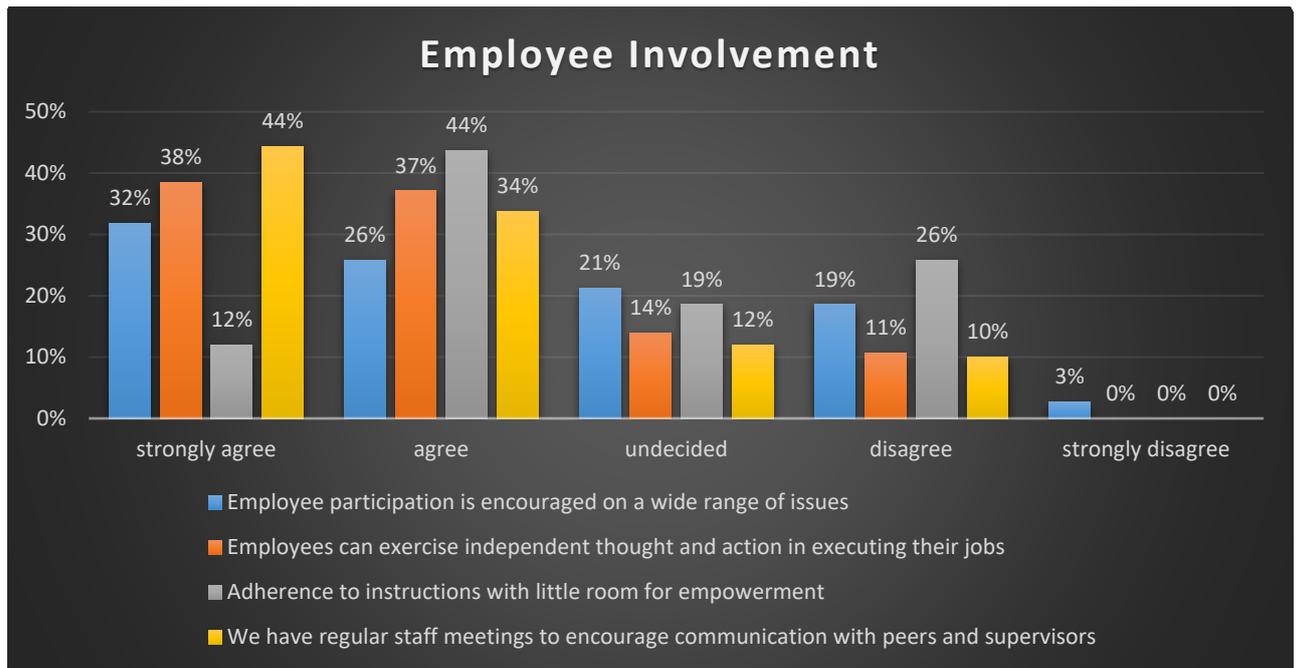
**Figure 4.11: Employee Involvement**

Supporting the natural maxim that people make things happen, data from figure 4.11 above showed that HRM is well impactful in the management of the personnel of an organization. A composite average of 67% of the respondents agree or strongly agree with the fact that their organizations encourage employee participation on a broad scale as employees can put their initiative into work. Additionally, they agreed that communication loops are absent within hierarchies indicating that there exists an impacting model for initiative cultivation and empowerment, accompanied by effective communication flow.

**Figure 4.12a: Employee performance management significantly influences the performance of the organization (1)**
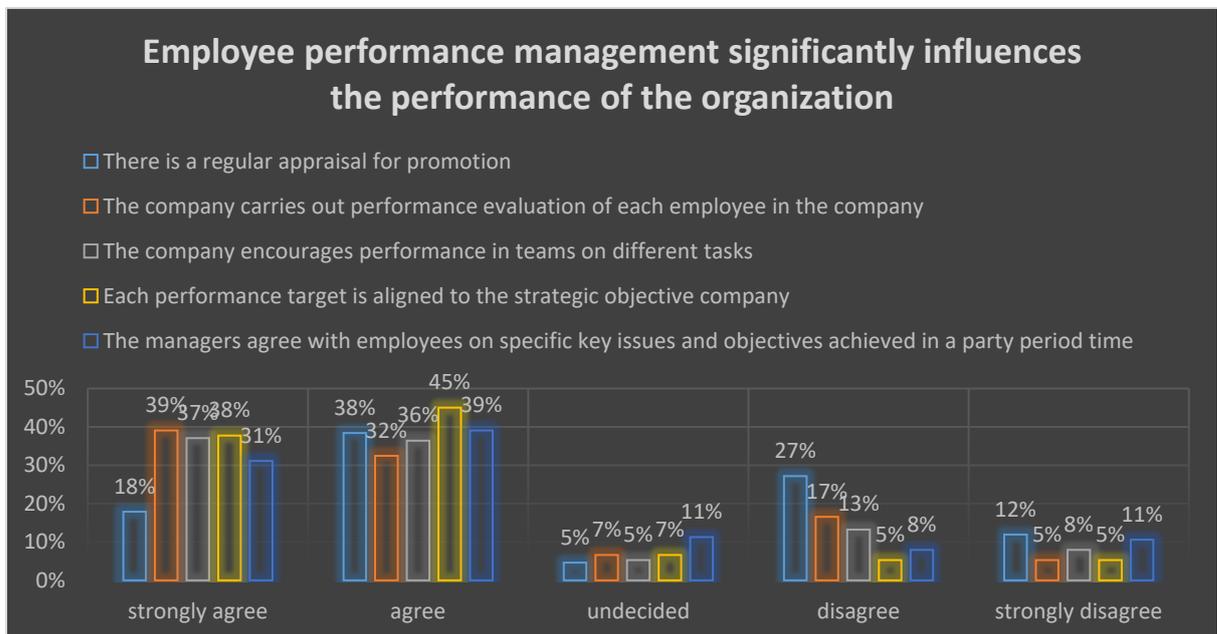


**Figure 4.12b: Employee performance management significantly influences the performance of the organization (2)**
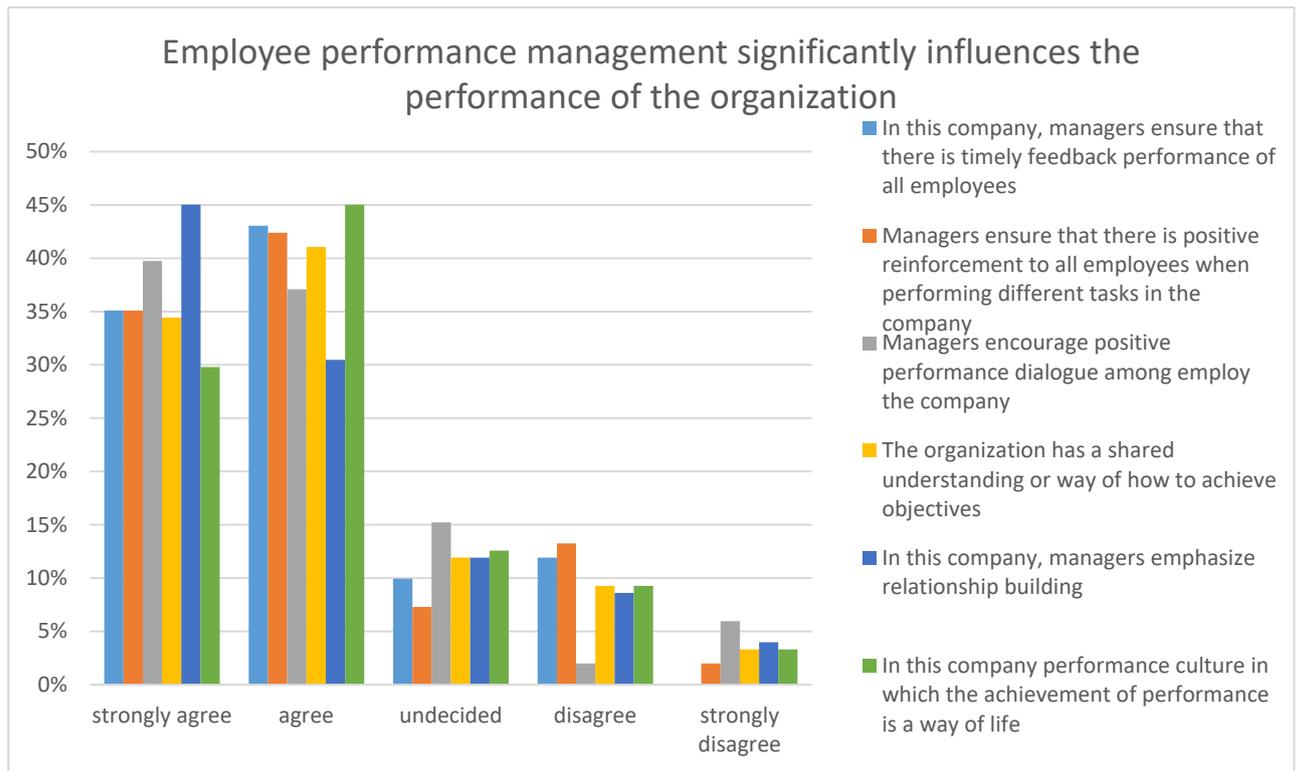
**Figure 4.12c: Employee performance management significantly influences the**

**performance of the organization (3)**

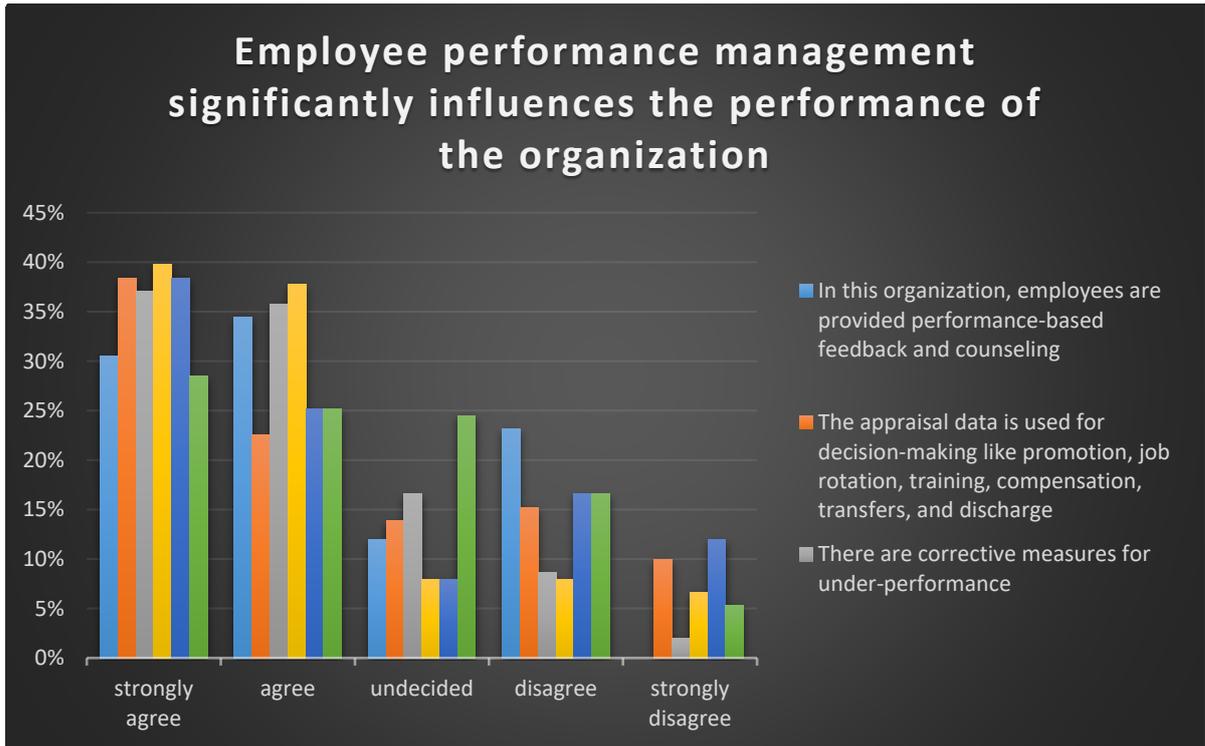The activities carried on by employees in their typical work day constitute their performance. The control, guidance, assessment, and evaluation of this performance constitute the management. Not limited to these, management of performance extends to the activities and systems that control and guide the execution of employee tasks and the environment where the tasks are been done. The function of performance management and its comprising systems feedback and counselling, appraisal of performance for relevant business decisions like training and retraining, job rotation, redeployment and promotion, determination of incentive and other compensation, team and productivity target assignments, feedback, encouragement and general workplace management. The effect of this is evidenced in the composite average of 71% of respondents who attest to the existence of robust management systems while on the contrary, 29% are in disagreement.

**Figure 4.13a: Employee Productivity in the organizational performance (1)**



**Figure 4.13b: Employee Productivity in the organizational performance (2)**

Effective and robust performance management and overall efficient GRM functions and systems have been ascertained to contribute to improved organizational performance. An enabling workplace created by functioning HR and HRM systems, as agreed by 80% composite average of respondents are contributing factors to organizational growth and hence, perform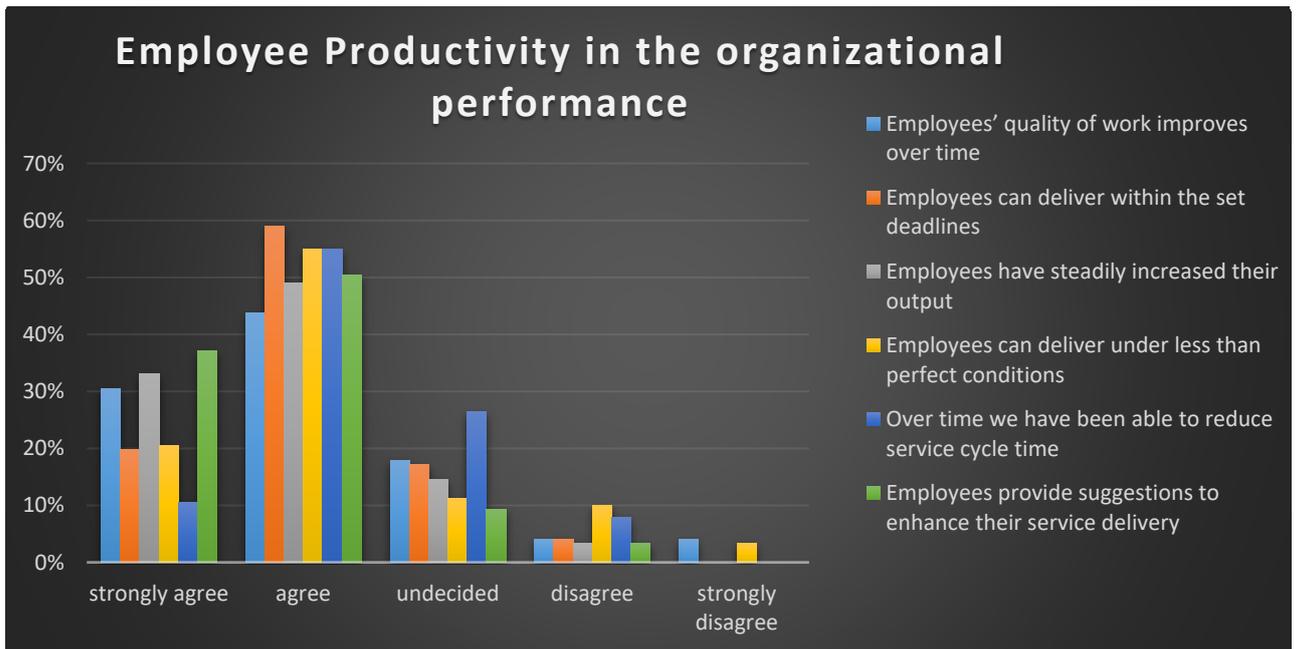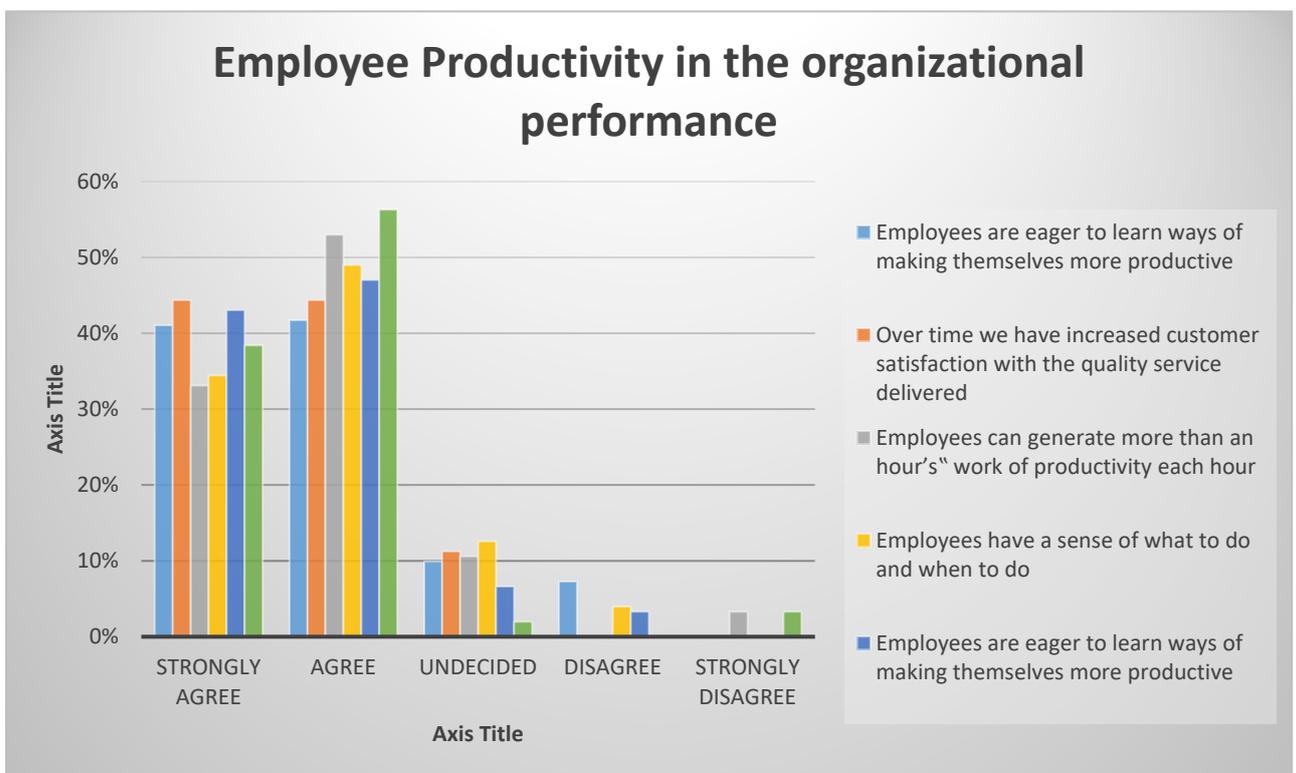ance. Proper HR and HRM functions and systems enable improved employee work quality over time and help to meet targets and deadlines resulting in steady increased productive outputs. All of these help to enhance service delivery and customer satisfaction. Only 19% of the population disagrees.

## 4.5     Discussion Of Findings

HRM, in its workings and functions, permeates all the management/corporate, strategic/administrative, and operational levels of an organization. HRM as a concept has developed so much that it has become a very crucial and integral system/department in any organization. The roles of HRM have grown over time from the simple administrative aspect of business like hiring, firing, and payroll to complex aspects that include employee relations, and ensuring internal and external legislative compliance (Noe *et al.*, 1997). Even more to better professional work performance practices and systems breeding, practices like performance appraisal, feedback, capacity building, management of work systems, suggestions, and communications systems that enhance personnel performance and productivity. Katou and Budhwar (2007), Delery and Doty (1996) believe that HRM policies have a direct effect on organizational performance. Purcel *et al.* (2003) concluded that the relationship between HRM and permanence lies in the influence of HRM through workplace policies by moulding workplace behaviour and attitude to work like the choice of the

workforce about their jobs and how they do their jobs, translating into an improvement in organizational performance.

**Table 4.3: Correlation table**

| | The selection system selects those having the desired knowledge, skills, and attitude | Training needs identified are realistic, useful, and based on the business strategy of the organization | Each performance target is aligned to the strategic objective company | *Employees' quality of work improves over time* |
|---|---|---|---|---|
| **The selection system selects those having the desired knowledge, skills, and attitude** | 1 | | | |
| **Training needs identified are realistic, useful, and based on the business strategy of the organization** | 0.761761674 | 1 | | |
| **Each performance target is aligned to the strategic objective company** | 0.767671208 | 0.885759385 | 1 | |
| **Employees' quality of work improves over time** | 0.75903612 | 0.885250475 | 0.76012732 | 1 |

Table 4.3 above shows the correlation analysis of the various relationships that exist between various significant HRM practice dimensions, employee performance, and organizational performance. Detailed analysis of the correlation matrix is as follows:

### 4.5.1 The selection system selects those having the desired knowledge, skills, and attitude.

According to the table and frame of reference discussed in the research project, the first variable is the HRM practice of appropriate selection where candidates who have the desired knowledge, attitude and skill are selected to fill vacancies. This variable formed the backbone of the test for dependency as this HRM function significantly determined who does what and how they do what they do. Summarily, it explains the maxim "right job for the right person" relationally well for this study. The value shows that there is a significant and positive relation between variables at 100%. This is the most highly correlated dimension with organizational performance. This result confirmed the first research objective as HRM/HR practices are existent and function in organizations.

### 4.5.2 Training needs identified are realistic, useful, and based on the business strategy of the organization.

Realistic and useful training forms capacity development and are based on the business strategy of the organization. Analysis of the correlation matrix shows that the value of correlation between identified training and training needs being realistic and in congruence with the corporate objective of improved organizational performance is 0.761. This indicates that there is a significant and positive relationship between the variables, so implying a strong relationship between the two. This is an evidence of employee performance management system strongly present in a workforce positioned for productivity and improved performance, thus confirming the second research hypothesis.

### 4.5.3 Each performance target is aligned to the strategic objective company and employees' quality of work improves over time.

The alignment of performance targets to strategic company objectives strongly correlates with improved performance at 0.827 which means that HRM/HR influences on the performance and productivity targets are highly impactful on the improvements in organizational performance. Thus, accepting the fourth research objective.

**Table 4.4: Model Summary**

| *Regression Statistics* | |
| --- | --- |
| Multiple R | 0.900073014 |
| R Square | 0.81013143 |
| Adjusted R Square | 0.240525719 |
| Standard Error | 0.150299827 |

Supporting the research aim by showing that HRM/HR significantly impacts improvements in organizational performance, at 0.81, this shows that 81% of the variation of HRM/HR through its practices, systems, and functions does impact variations in organizational performances.

# CHAPTER FIVE

# CONCLUSION AND RECOMMENDATIONS

## 5.1    Introduction

The chapter includes a review of the findings, conclusions and recommendations. In alignment with the objectives of this research, which is essentially concerned with human resource management, the researcher has studied what HRM impacts on improved organizational performance could be. Findings of the research from previous chapters are discussed in this chapter and the discussion will be based on the presented and analyzed data from the various primary data consulted and information gathered and described. Recommendations were given in this section, as well as options or indicators for further study on the research title or theme.

## 5.2    Implication of Findings

The implications of this study are discussed under the following subheadings: human resources, management practices, employees, and performance.

### 5.2.1 Human Resource

The dynamic nature of human resources and its management as evidenced over the last seven decades presents a pool of information to understand the trends in the discipline of management of human resources. Thus, management models that support and seek to enhance the invention of even more robust HRM practices can be discovered. The finding is that this is achievable through continued learning and understanding of the workplace and general business environment where HRM systems are deployed by HR managers.

### 5.2.2 Management Practices

The organizations in the industry are enjoined to provide a favourable atmosphere at work that will produce and enhance positive employee performance. These include creating enabling work environment where appropriate non-financial and financial incentives, training and retraining, increased employee participation, and appraisal and reward systems are structured to enhance employee performance. This in turn translates into improved performance for the organization as a whole.

### 5.2.3 Employees

Employees would be best concerned with what benefits the company they are contracted or dedicated to when their interests are well taken care of. How employee do their jobs and the conditions that surround their work and how it is done in form of management systems and policies should be of interest to management. All business stakeholders will benefit better when employees work with/in organizations that are concerned about their interest . Interests like capacity building, transparent reward and motivation systems, etc. A happy workforce means a happy organization and as such, productivity because of job satisfaction will be the result.

### 5.2.4 Performance

To guarantee to going-concern of any organization, the organization must be productive, meet its target, and must be sustainable. The activities of internal stakeholders towards the accomplishment of corporate strategies must be well monitored, assessed, and appraised for effectiveness and efficiency. This duty s vested in sound HRM systems when carried on well is found to be a significant contributor to experienced and continued improvements to organizational performance.

## 5.3 Conclusion

This research report seeks to make an original contribution to existing knowledge by assessing, evaluating, and understanding the impact of HRM/HR through their various practices. On the improvements in organizational performance. The various dimensions of organizational performance that were taken into consideration while making the study were: employee productivity through enhanced competitive advantage, enhancement of organizational value and growth potential, human resource capacity building, and achievement of corporate objectives. The study showed that efficient HR/HRM practices, policies, and design are the major integral determinants of improved organizational performance. Empirical results show that there exists a direct relationship between HRM and metrics of improved organizational performance. Understanding the factors discovered in the study helps corporate stakeholders and policy makers to influence effective and efficient to increase organic HRM/HR systems, strategies and policies to maintain workplace orderliness in the short run and the long run and encourage contributions to continued growth and developments to organizational performance.

## 5.4 Recommendation and Implementation Plan

Considering the findings of the research, the following recommendations are made:

1. Strategic human resources management is an emerging area in human capital development and management disciplines. Therefore, the researcher recommends that organizations take deliberate actions and make strategic business decisions that will enhance an HRM arm of their organization for improved and professional delivery of human resources management functions.

2. HRM practices (policies, strategies, and systems) have a direct relationship in a positive way and to a significant extent. The research recommends programmed audits of HRM practices in organizations. This would help to assess and understand the effectiveness and efficiency of HRM policies, strategies, and systems; identify lapses and development opportunities and inform timely decisions on growth trajectories.

## 5.5    Contribution to Knowledge

### 5.5.1    Concepts

By putting forward the opinions and viewpoints of experts, academics, and policy drivers concerning the subject in a broader perspective this study has added to the pool of academic and pratical knowledge by confirming and validating of impacts of human resource management on the organization, particularly in improved organizational performance.

### 5.5.2    Empirical

By focusing on empirical studies, this study has been able to show that HRM really and significantly impacts improvements in organizational performance. Also, this study is a complement to existing studies on the subject. To the findings of existing studies, this study made the following contributions: 76% agreed that general HRM practices in recruitment, selection, and training are useful and in congruence with the corporate objectives of the organization. Appropriately 86% agreed that matters surrounding employee relations, employee involvement, and employee performance management like reward systems, assessment and appraisal systems, communications, and feedback systems are present in their organization and so, contribute to improved employee performance as characterized by enhanced employee productivity. 81% agreed that the quality of work done by employees at different variations like service

delivery, customer satisfaction, initiative development and application, cycle time, and quality product delivery in their organization improves. Therefore, the study concluded that human resource management has identifiable impacts on the improvements that organizations experience in their performance.

### 5.5.3 Theories

The contribution of this research to theories is the discussion of several theories related to impact of human resources on improved performance in the organization. Theories and models related to this study include Randall Schuler's 5Ps for the categorization of the business environment, applied to the identification of the various dimensions of HRM functions, especially in the modern business environment. Financial theory of organization performance which of the view that when organizations are performing, the evidence can be seen in their return on equity, return on assets and return on turnover (Nanni et al., 1992; Mishra and Mohanty, (2014). Tannenbaum and Shimdt (cited in Horga, 2012) points out the importance of leadership in organizational performance in creating directions, strategies, and policy that helps the organization adapt to the business environment, internal and external.

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**Appendix**

Dear Respondent,

This is a public survey questionnaire which is aimed at identifying and collecting data about the administration of Human Resource Management **(HRM)**/ **HR** practices and its impact on organizational performance. Your kind and objective response will significantly contribute towards understanding, assessing and evaluating HRM/HR practices and in relation, how it impacts **organizational performance** given the peculiarities of the business environment as may be applicable.

1. Name of organization/Enterprise and type of organization.

………...…………………………………...……………………………..

**Please tick as appropriate**

1. Type of organization: Manufacturing ( )  Merchandising ( )     Services ( )
2. Gender: Male ( )   Female ( )     Others ( )
3. Age: 21 – 30 ( )    31 – 40 ( )     41 – 50 ( )     51 – 60 ( )
4. Highest Academic Qualification: PDG/M.Sc/MPA ( )          Degree     (     )
   Diploma ( )
5. Type of engagement with your organization: Permanent ( )     Contractual ( )
6. Duration of organization existence: 0 – 5 years ( )        6 – 10 years ( )    11 – 15 years ( )    16 – 20 years ( )       20 years and above ( )
7. Designation: Management role ( )         Administrative role ( )
   Operational role ( )
8. Length of period in role: 0 – 5 years ( )   6 – 10 years ( )        11 – 15  years  (  )
   16 – 20 years ( )        20 years and above ( )

   **NOTE/EXPLANATION**

   i) **HRM/HR Practices**: Basically, managers are those responsible for directing how the resources of the organization will be put to use so as to achieve the objectives of the organization. HRM is the management of the humans/personnel who make use to other resources of the organization (physical, human, intellectual and financial). Also HRM management is the administration of these resources (provision, procurement, safeguarding etc.). HRM practices comprises of the activities, actions, strategies and systems that are used in the management of the resources of the organization.

   ii) **Organizational Performance:** This simply refers to how much rating any interested individual or corporate body will rate how well and organization has done. How well and organization has met the expectation of regulations, laws, internal and external stakeholders is what comprises organizational performance. These expectations may be measured in terms of sales volume and value growth, work environment standards, business goals achieved within defined time,

operational/administrative targets met, how true an organizational is to their mission and vision.

iii) **HRM/HR and Employee Productivity:** This simply means how well an employee has performed (especially regarding meeting target – like production output, healthy interpersonal and general relationship in the workplace, customer experience, resource optimization and management, workflow, employee satisfaction etc.) in relation to the available/allocated resources (material inputs, work hours, etc.).

Please read the statement below and tick **(√)** on the right-hand column to identify your level of agreement/ disagreement with it. **SA = Strongly agree; A = Agree; U = Undecided; D = Disagree; SD = Strongly Disagree**.

### 9. What is the general HR practices existing in the organization?

| Hiring, Recruitment and Selection: | SA | A | U | D | SD |
|---|---|---|---|---|---|
| Appointments in this organization are based on merit | | | | | |
| Applicants are fully informed about the qualifications required to perform the job before being hired | | | | | |
| In my organization, line managers and HR managers participate in the selection process | | | | | |
| The selection system selects those having the desired knowledge, skills, and attitude | | | | | |
| Vacancies are filled by qualified employees internally | | | | | |
| **Training and Development:** | | | | | |
| Training needs are discussed with employees | | | | | |
| There is a training strategy and coherent training program | | | | | |
| Training incorporates the interests of the organization as well as the individual | | | | | |
| Training needs identified are realistic, useful, and based on the business strategy of the organization | | | | | |
| Every employee goes through various training programs every year | | | | | |
| There is a budget dedicated to training and development every year | | | | | |
| **Employee Relations:** | | | | | |
| Employees are assured of a long-term future with the organization | | | | | |
| There are sanctions for employees who do not obey instructions yet achieve desired results | | | | | |
| There is a formal, fair and reasonable process for handling grievances and complaints | | | | | |
| If the organization were facing economic problems, employees would be the last to get downsized | | | | | |
| It is very difficult to dismiss an employee | | | | | |
| **Employee Involvement:** | | | | | |
| Employee participation is encouraged on a wide range of issues | | | | | |
| Employees can exercise independent thought and action in executing their jobs | | | | | |
| Adherence to instructions with little room for empowerment | | | | | |
| We have regular staff meetings to encourage communication with peers and supervisors | | | | | |

**10. Employee performance management significantly influences the performance of the organization.**

|  | SA | A | U | D | SD |
|---|---|---|---|---|---|
| In this organization, employees are provided performance-based feedback and counseling |  |  |  |  |  |
| The appraisal data is used for decision-making like promotion, job rotation, training, compensation, transfers, and discharge |  |  |  |  |  |
| There are corrective measures for under-performance |  |  |  |  |  |
| An Appraisal system is oriented for growth and development |  |  |  |  |  |
| There is a well-defined performance management strategy |  |  |  |  |  |
| Retraining, redeployment, and employ-ability take precedence over downsizing |  |  |  |  |  |
| There is a regular appraisal for promotion |  |  |  |  |  |
| The company carries out performance evaluation of each employee in the company |  |  |  |  |  |
| The company encourages performance in teams on different tasks |  |  |  |  |  |
| Each performance target is aligned to the strategic objective company |  |  |  |  |  |
| The managers agree with employees on specific key issues and objectives achieved in a party period time |  |  |  |  |  |
| In this company, managers ensure that there is timely feedback performance of all employees |  |  |  |  |  |
| Managers ensure that there is positive reinforcement to all employees when performing different tasks in the company |  |  |  |  |  |
| Managers encourage positive performance dialogue among employ the company |  |  |  |  |  |

| | | | | | |
|---|---|---|---|---|---|
| The organization has a shared understanding or way of how to achieve objectives | | | | | |
| In this company, managers emphasize relationship building | | | | | |
| In this company performance culture in which the achievement of performance is a way of life | | | | | |

## 11. Employee Productivity in the organizational performance

| | SA | A | U | D | SD |
|---|---|---|---|---|---|
| Employees' quality of work improves over time | | | | | |
| Employees can deliver within the set deadlines | | | | | |
| Employees have steadily increased their output | | | | | |
| Employees can deliver under less than perfect conditions | | | | | |
| Over time we have been able to reduce service cycle time | | | | | |
| Employees provide suggestions to enhance their service delivery | | | | | |
| Employees are eager to learn ways of making themselves more productive | | | | | |
| Over time we have increased customer satisfaction with the quality service delivered | | | | | |
| Employees can generate more than an hour's'' work of productivity each hour | | | | | |
| Employees have a sense of what to do and when to do | | | | | |
| Employees are eager to learn ways of making themselves more productive | | | | | |
| Employees can identify and give top attention to top priorities | | | | | |

Thank you for your time and kind considerations.

Yours faithfully,

Hauwau Yosola Akogun.