

TECHNIQUES FOR IMPROVING HUMAN RESOURCES MANAGEMENT IN THE ORGANISATION: CONCEPTUAL ISSUES

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Abstract

The human resources are regarded as the most important element of an organisation. This is because the success of other organisations largely depends on the effectiveness of the human resources. The desire of every organisation is to have skilled and competent workforce to make their establishment more efficient than other/their competitors. This clearly shows humans are important assets for an organisation rather than land, resource and buildings. Without competent employees (humans) no activity in the organisation can be executed or achieved. Machines are meant to produce more goods with good quality but they should get operated by the human only. The objective of this paper is to examine techniques for improving human resources performance in the organisation.

Keywords: Human resources, Management, Development, Organisation, Effective Performance

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Background to the Study

Formerly known as Personnel Management (PM), Human Resources Management (HRM) is moving away from traditional personnel administration and transactional roles, which are increasingly outsourced. HRM is now expected to add value to the strategic utilization of employees and those employee programs should impact businesses in immeasurable ways. The new role of HRM involves strategic direction, metrics and measurements to demonstrate value (Anam, 2015).

Human resources may be defined as the total knowledge, skills, creative abilities, talents and aptitudes of an organisation's workforce, as well as the values, attitudes, approaches and beliefs of the individuals involved in the affairs of the organisation (Azelama, 1995). It is the sum total or aggregate of inherent abilities, acquired knowledge and skills represented by the talents and aptitudes of the persons employed in the organisation.

According to Anam (2015), the human resources are multidimensional in nature. From the national point of view, human resource may be defined as the knowledge, skills, creative abilities, talents and aptitudes obtained in the population; whereas from the viewpoint of the individual enterprise, they represent the total of the inherent abilities, acquired knowledge and skills as exemplified in the talents and aptitudes of its employees (Bacal, 2013).

HRM has emerged as a major function in organisations. HRM is the organisational function that deals with issues related to planning personnel needs, recruiting the right people for the job, orienting and training, managing wages and , providing benefits and incentives, evaluating performance, resolving disputes, and communicating with all employees at all levels.

Anam (2015) further maintained that HRM is the strategic and coherent approach to the management of an organisation's most valued assets, that is, the people who individually and collectively contribute to the achievement of the objectives of the organisation. HRM is the function within an organisation that focuses on recruitment of, management and providing direction for the people who work in the organisation. HRM can also be performed by line managers. HRM is also a strategic and comprehensive approach to managing people in the workplace culture and environment. Effective HRM enables employees to contribute effectively and productively to the overall company direction and the accomplishment of an organisation's goals and objectives.

HRM has come to be recognized as an inherent part of management, which is concerned with the human resource of an organisation. Its objective is the maintenance of better human relations in the organisation by the development, application and evaluation of policies, procedures and programs relating to human resource to optimize their contribution towards the realization of organisational objectives. It is therefore important to maintain an effective human resources structure by training and development the workforce for effective performance.

Objective of the paper

To examine techniques for improving human resources performance in the organisation

Method and source of data

The study uses expo facto research technique. Data are drawn largely from secondary sources. Literature from the past studies, government publication and archives are used to examine the phenomenon under consideration.

Literature Chukwunonso (2010) maintained that, while most firms have a human resource or personnel department that develops and implements HRM practices, responsibility lies with both HR professionals and line managers. The interplay between managers and HR professionals leads to effective HRM practices. For example, consider performance appraisals. The success of a firm's performance appraisal system depends on the ability of both parties to do their jobs correctly. HR professionals develop the system, while managers provide the actual performance evaluations.

He added that the nature of these roles varies from company to company, depending primarily on the size of the organisation. This discussion assumes a large company with a sizable HRM department. However, in smaller companies without large HRM departments, line managers must assume an even larger role in effective HRM practices.

HR professionals typically assume the following four areas of responsibility: establishing HRM policies and procedures, developing/choosing HRM methods, monitoring/evaluating HRM practices, and advising/assisting managers on HRM-related matters. HR professionals typically decide (subject to upper-management approval) what procedures to follow when implementing an HRM practice. For example, HR professionals may decide that the selection process should include having all candidates (1) complete an application, (2) take an employment test, and then (3) be interviewed by an HR professional and line manager.

Usually the HR professionals develop or choose specific methods to implement a firm's HRM practices. For instance, in selection the HR professional may construct the application blank, develop a structured interview guide, or choose an employment test. HR professionals also must ensure that the firm's HRM practices are properly implemented. This responsibility involves both evaluating and monitoring. For example, HR professionals may evaluate the usefulness of employment tests, the success of training programs, and the cost effectiveness of HRM outcomes such as selection, turnover, and recruiting. They also may monitor records to ensure that performance appraisals have been properly completed (Dessler, 2001).

HR professionals also consult with management on an array of HRM-related topics. They may assist by providing managers with formal training programs on topics like selection and the law, how to conduct an employment interview, how to appraise employee job performance, or how to effectively discipline employees. HR professionals also provide assistance by giving line managers advice about specific HRM-related concerns, such as how to deal with problem employees (Charlton, 2000).

Line managers direct employees' day-to-day tasks. From an HRM perspective, line managers are mainly responsible for implementing HRM practices and providing HR professionals with necessary input for developing effective practices. Managers carry out many procedures and methods devised by HR professionals. For instance, line managers:

1. Interview job applicants
2. Provide orientation, coaching, and on-the-job training
3. Provide and communicate job performance ratings
4. Recommend salary increases
5. Carry out disciplinary procedures
6. Investigate accidents
7. Settle grievance issues

The development of HRM procedures and methods often requires input from line managers. For example, when conducting a job analysis, HR professionals often seek job information from managers and ask managers to review the final written product. Additionally, when HR professionals determine an organisation's training needs, managers often suggest what types of training are needed and who, in particular, needs the training. HRM has emerged as a strategic and comprehensive approach framework for managing people and the workplace culture and environment (Chukwunonso, 2010).

Administrative functions of human resources in the organisation

Cascio (1992) maintained that the functions of Human resource can be classified to include, 1. Managerial Functions

2. Operative Functions
3. Advisory Functions.

1. **Managerial Functions:** The Human Resource Manager is a part of the organisational management. So he performs basic managerial functions of planning, organising, directing and controlling in relation to his department. These functions are briefly discussed below:

- a). **Planning:** this means determination of long term goals. For a human resource manager, planning means the determination of personnel programs that will contribute to the goals of the enterprise, i.e., anticipating vacancies, planning job requirements, job descriptions and determination of the sources of recruitment. The process of personnel planning involves three essential steps.
- b). **Organising:** Once the human resource manager has established objectives and developed plans and programs to reach them, he must design and develop organisation structure to carry out the various operations. The organisation structure basically includes the following:
 - a) Grouping of personnel activity logically into functions or positions;
 - b) Assignment of different functions to different individuals;
 - c) Delegation of authority according to the tasks assigned and responsibilities involved;

- d) Co-ordination of activities of different individuals.c). Directing: The plans are to be put into effect by people. But how smoothly the plans are implemented depends on the motivation of people. The direction function of the personnel manager involves encouraging people to work willingly and effectively for the goals of the organisation.

In other words, the direction function is meant to guide and motivate the people to accomplish the personnel programs. The human resource manager can motivate the employees in an organisation through career planning, salary administration, ensuring employee morale, developing cordial relationships and provision of safety requirements and welfare of employees. Motivation is a continuous process as new needs and expectations emerge among employees when old ones are satisfied.

- d). Controlling: Controlling is concerned with the regulation of activities in accordance with the plans, which in turn have been formulated on the basis of the objectives of the organisation. Thus, controlling completes the cycle and leads back to planning. It involves the observation and comparison of results with the standards and correction of deviations that may occur. Controlling helps the personnel manager to evaluate and control the performance of the personnel department in terms of various operative functions. It involves performance appraisal, critical examination of personnel records and statistics and personnel audit.

2. Operative Functions: The operative functions are those tasks or duties which are specifically entrusted to the human resource or personnel department. These are concerned with employment, development, compensation, integration and maintenance of personnel of the organisation. According to Anam (2015), the operative functions of human resource or personnel department are discussed below:

- a). Employment: The first operative function of the human resource or personnel department is the employment of proper type and number of persons necessary to achieve the objectives of the organisation. This involves recruitment, selection, placement, etc. of the personnel.

Before these processes are performed, it is better to determine the manpower requirements both in terms of number and quality of the personnel. Recruitment and selection cover the sources of supply of labour and the devices designed to select the right type of people for various jobs. Induction and placement of personnel for their better performance also come under the employment or procurement function.

- b). Development: Training and development of personnel is a follow up of the employment function. It is a duty of management to train each employee properly to develop technical skills for the job for which he has been employed and also to develop him for the higher jobs in the organisation. Proper development of personnel is necessary to increase their skills in doing their jobs and in satisfying their growth need.

c). Compensation: This function is concerned with the determination of adequate and equitable remuneration of the employees in the organisation of their contribution to the organisational goals. The personnel can be compensated both in terms of monetary as well as non-monetary rewards (Ripley, 1995).

Factors which must be borne in mind while fixing the remuneration of personnel are their basic needs, requirements of jobs, legal provisions regarding minimum wages, capacity of the organisation to pay, wage level afforded by competitors etc. For fixing the wage levels, the personnel department can make use of certain techniques like job evaluation and performance appraisal.

d). Maintenance (Working Conditions and Welfare): Merely appointment and training of people is not sufficient; they must be provided with good working conditions so that they may like their work and workplace and maintain their efficiency. Working conditions certainly influence the motivation and morale of the employees (Russ, 1995).

These include measures taken for health, safety, and comfort of the workforce. The personnel department also provides for various welfare services which relate to the physical and social well-being of the employees. These may include provision of cafeteria, rest rooms, counseling, group insurance, education for children of employees, recreational facilities, etc.

e). Motivation: Employees work in the organisation for the satisfaction of their needs. In many of the cases, it is found that they do not contribute towards the organisational goals as much as they can. This happens because employees are not adequately motivated. The human resource manager helps the various departmental managers to design a system of financial and non-financial rewards to motivate the employees.

f). Personnel Records: The human resource or personnel department maintains the records of the employees working in the enterprise. It keeps full records of their training, achievements, transfer, promotion, etc. It also preserves many other records relating to the behaviour of personnel like absenteeism and labour turnover and the personnel programs and policies of the organisation.

g). Industrial Relations: These days, the responsibility of maintaining good industrial relations is mainly discharged by the human resource manager. The human resource manager can help in collective bargaining, joint consultation and settlement of disputes, if the need arises. This is because of the fact that he is in possession of full information relating to personnel and has the working knowledge of various labour enactments (Ikelegbe, 1996).

The human resource manager can do a great deal in maintaining industrial peace in the organisation as he is deeply associated with various committees on discipline, labour welfare, safety, grievance, etc. He helps in laying down the grievance procedure to redress the grievances of the employees. He also gives authentic information to the trade

union leaders and conveys their views on various labour problems to the top management (Dessler, 2001).

h). **Separation:** Since the first function of HRM is to procure the employees, it is logical that the last should be the separation and return of that person to society. Most people do not die on the job. The organisation is responsible for meeting certain requirements of due process in separation, as well as assuring that the returned person is in as good shape as possible. The personnel manager has to ensure the release of retirement benefits to the retiring personnel in time.

3. **Advisory Functions:** Human resource manager has specialised education and training in managing human resource. He is an expert in his area and so can give advice on matters relating to human resource of the organisation.

Techniques for Improving Human Resource Management in the organisation

According to Peteiro (2005), quality, productivity, profitability, customer satisfaction and the image of an organisation depends largely on training, coordination and motivation of its staff. He identified and discussed the following factors may be useful in improving the functions of HRM.

1. **Effective Leadership:** Leadership can be defined as the ability of an individual to develop the potential of a team in pursuit of a common interest. There are different leadership styles (authoritarian, participatory, consultative,). Each style may be appropriate to the context and characteristics of employees. The source of leadership may be charisma, hierarchical power, the power of knowledge or behaviour. Through education and training, people who have responsibility for others can develop optimal leadership style. A leader does not command, does not impose, but seeks consensus, not divide but unites (Charlton, 2000).

2. **Mentoring:** mentoring (mentoring) is a process by which a person (mentor) teaches, advises, and guides to another (the mentee) in their personal and professional development. It is the traditional "sponsorship" that currently is used primarily in high positions in organisations. Mentoring should not be improvised requires setting goals, planning and monitoring of results.

3. **Competence Management / Knowledge Management and Performance Evaluation.** This methodology allows reconciling the interests of the company with the interests of each individual. We define competence as the ability or quality which makes a person is able to play a role. Management skills, involves identifying all you need for people to know, willing and able to provide full value for the benefit of the organisation.

4. **Incentive Systems:** An incentive system is to facilitate the reconciliation of the interests of each person with the interests of the organisation. Incentives should be established objectively, based on agreed targets and indicators. The incentive system should be transparent, clear and concise. Incentives must be aligned with individual

goals, but also with collective goals, so as to encourage teamwork versus individualistic attitudes.

5. Analytical and Problem Solving and Teamwork: The competitiveness of an organisation depends largely on his ability to turn problems into opportunities. To deploy this policy, we must educate the staff, encourage, lead it, promote internal communication ... but also implement techniques for analyzing problems, identifying causes, possible solutions and implementing them in the most efficient.

6. Meetings Management: At the end of many meetings, participants have the feeling of having wasted time and no concrete objectives or actions without analyzing deeply enough problems without creating the required commitment to address changes. The efficient management of meetings requires a protocol establishing practical rules of conduct in all three phases of the meeting:

- a) Preparation (collection of information, convening the meeting, ...)
- b) Implementation Meeting (time management, agenda management, formalization of the record ...)
- c) Monitoring (monitoring of the agreements of the meeting)

7. Internal Communication: Internal communication (horizontal and vertical upward and downward) is a prerequisite for improving the work environment, encourage engagement, providing leadership and coordination of all people in an organisation. Internal communication should not be left "random", but must be planned, implemented and verified in a manner that ensures that for, Who, When and How to contact.

Conclusion

With the complex nature of modern organisations, the job of the HR manager today more than before, has become more challenging and thus requires several core competencies or skills to be successful. Ismaila and Long (2009) said competence is "a cluster of related knowledge, attitudes and skills, which an individual acquires and uses to produce outstanding performance in any area of responsibility. A lack of certain competencies affects the HR professional in the performance of the strategic role in the organisation. Appropriate skills must be developed to enhance the competence of human resources in the organisation.

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