Effective Human Resource Management As Tool For Organizational Success

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Abstract

Human Resource is a very important input in the production matrix.. Other seven inputs include materials, money, time, energy, knowledge, information and infrastructure. These inputs are transformed by the process to get the output with feedback and control. It is also an input of the Leontief's model. In this model, there are three elements, namely; inputs, transform and output,all of which need human resource to galvanize them to be productive. Management involves the design and provision of an environment within groups and organizations so that the individuals and the groups and organizations can achieve their objectives by utilizing both human and material resources. Human resource management is one of the functional areas of management. The others are finance, marketing, production, research and development and innovation. Human resource management consists of personnel management, industrial relations management and employee welfare management. So the early founders of production management are also the founders of human resource management such are Rountria, Robert Owen, and Henry Fayol. Today, most organizations prefer to use the term human resource management to designate such funsctions as recruitment, section, placement, induction, orientation, training and development, wage administration and motivation. Today, human resource management has become very important as a tool for organizational success. For an organization to succeed, it has to first of all breakeven, when total revenue equals total cost and even to have units produce beyond breakeven point as well as survive and still perform well. To perform well, it has to achieve its objectives and goals. It has to satisfy the demands of stakeholders and staff and the regulatory authorities. It is against this background that this study undertakes a theoretical review of human resource management as a tool for organizational success.

Keywords: Human Resource Management, Organizational Success, Management

1.0 INTRODUCTION

A major contributory area to organizational success is the management of workers in organizations. Business success in a market economy is dependent on the optimal utilization of relevant resources such as the financial resources, material resources, and human resources. It is through the combination of these resources that the attainment of the goal is achieved. However the most significant and complex component for the attainment of organizational success is the human resource.

The concept of human resource, according to Udo-Udoaka (1992: 45), refers to the managerial, scientific, engineering, technical, craft and other skills which are developed and employed in creating, designing and developing organization and in managing and operating productive and service enterprise and the economic institution. Human resource is composed of individual working for an organization, employed these days as temporary staff or contracted staff but collectively making up the most important of organizational resources. Therefore, an organization must have the right number and types of employees who must be managed in such a way that they will be able to achieve their personal and organizational objectives.

Since the early 1980s, the field of human resources management has been in a state of rapid transition. As the world continues to experience profound changes, different sets of changes are revolving. Today, most managers are comfortable with the term "Human Resources" but a few still prefer to refer to "people", "Employee" or "staff" and to use the term "personal management". Cowling (1998;35) argues at one level that terminology 'may be deemed to be less important, because it is practice that really counts. However, at another level, he argues that it does matter because ways of managing people at work have come a long way in the last fifteen years, and a refusal to use the modern term "human resources" can be an indication of a failure to recognize and utilize recent development.

Human resource management (HRM) involves practices that ensure that employees' collective knowledge, skills, and abilities contribute to business outcomes (Huselid, Jackson, & Schuler, 1997). The traditional conceptualization of HRM focused on managing, measuring, and controlling organization's workforces. Tactical (Whitner, 1997) or technical (Huselid, et al., 1997). HRM includes selection testing, training, performance measurement and administration of benefits (Whitener, 1997). Huselid, et al (1997) have identified empirically a second dimension of HRM activities: strategic HRM whih involves employee participation and empowerment, communication, team based work design, and development of managers of the organization. Arthur (1994) identified two types of human resource systems similar to those found by Huselid et al (1997): Commitment and control. The human resource system that is based on commitment is focusing on the psychological links between organizational and employee goals. It is associated with higher involvement in managerial decision, participation, providing training and rewards. A human resource system that is based on control focuses on directly monitoring and rewarding employee behavior or the specific outcomes of that behavior (Arthur, 1994).

The theoretical literature suggests that HMR practices increase productivity by increasing employees' skills and motivation. Moreover, HRM practices contribute to business objectives through strategic innovation or technical competence. Recent empirical studies on larger companies supported the basic assumptions of HRM theory (Arthur, 1994; Huselid, 1995; Huselid et al., 1997). Does this theory apply to small-scale enterprises as well? HRM also carries costs and they might neutralize the positive effects of HRM in small-scale enterprises. HRM is an investment, and thus, it costs time and/or money. The current performance of employees may even be decreasing because of the time spent on training. Moreover, HRM can only have effects when employees stay in the company for a certain period of time. Otherwise, the company suffers a loss because of the investments in HRM. Thus, the benefits of HRM must exceed costs invested in HRM. Since small-scale enterprises have limited financial resources it is very well possible that large investments in HRM do not pay off. This paper, therefore, reviews human resource management as a tool for organizational success. It is divided into six sections. Section one is the introduction. Section two examines the perspectives of human resource management and the human resource function with section three looking at the importance of personnel and human resource management. Section four x-rays current challenges, issues and trends associated with HRM. Section five shows some results of human resource management contributions in business success while section six contains our conclusion.

2.0 Perspectives of of Human Resource Management and the Human Resource Management Function

There are numerous definitions of the term human resource management as there are many experts in the field and it is called by different names for example, in certain public enterprises it may be called personnel administration, employee relations or manpower. Human resource management is concerned with the proper use of human factors in business. Byers and Rue (2000 :75) are of the opinion that human resource management is that part of management that is designed to provide for and coordinate the employees in the organization. Plants, equipment and all others that a modern firm uses are unproductive except for the effort and direction by human resource.

According to Obikoya (2002 :6), "human resource management process is that part of mangement process that specializes in the management of people in the work organization". To Randal S Schuler and Landra L. Hummer (1993: 48), human resource management can be defined as the use of several activities to ensure that human resources are managed effectively for the benefit of the individual, society and the business. According to (Cole, 2002 : 44) human resource management is that part of management which is concerned with people at work and with their relationship within an enterprises and it seeks to achieve both efficiency and justice.

Human resource management has to do with various operative functions of recruiting, maintaining and utilizing a labour force in such a way that objectives for which the company was established are attained economically and effectively. In sum, human resource management can simply be defined as an effective and efficient utilization of human element at work.

Human Resource Management Function

The personnel/human resource department programme of each organization is unique and personnel activities will vary some what from firm to firm yet trends clearly indicate that the scope personal responsibilities in increasing in organizations of all sizes. Personnel/Human resource management functions can be described as follows;

- Job analysis and design
- Recruitment and selection
- Appraisal Training and Development
- Compensation and wealth
- Employee relations

(1)   Jobs Analysis and Design

For an employee to perform satisfactorily, his or her skills, abilities and motives to perform the job must match the job requirements. A mismatch may lead to poor performance, absenteeism, turnover, and other problem. Through a process called job analysis, the skills and abilities to perform a specific job are determined when scientific management was popular, jobs were created to be simple and routine so that unskilled works could be quickly learned. A primary assumption to such job design was that the average workers had no need to gain satisfaction from work and had neither the skill nor the inclination to participate in work decisions, no doubt many assumptions about turn to the century workers were valid. But through employee needs, the motives have experienced many changes since the formative years of industrialization. Job design in many organizations skill resembles that of scientific management. Organizational research shows that employees are not only demanding more satisfying and rewarding work but also demonstrating that their involvement in decision making can enhance rather than impair organizational effectiveness.

(2)   Recruitment and selection

To a great degree, organizational effectiveness depends on the effectiveness of its employees. Without a high quality labour force, an organization is destined to mediocre performance. For this reason, the recruitment of human resource is a acritical personnel function. Recruiting and selecting a quality labour force involves a variety of personnel activities, including analysis at the labour market, long term planning, interviewing, and testing.

(3)   Appraisal, Training and Developments

Organizational growth is closely related to the development of its human resources. When employees fail to grow and develop in their work, stagnant organizations most likely will result. A strong employee development programme does not guarantee organizational success, but such a programme is generally found in successful, expanding organizations.

One important development function is the appraisal of employee performance. During an appraisal process, employees become aware of any performance deficiencies they may have and are informed of what they must do to improve and be promotable. For many organizations, the heart of the development process is composed of on the job and off the job activities that teach employees new skills and abilities. Because modern managers recognize the benefits derived from the training and development process, expenditures for employee education are at an all time high. The rise in employee education has been accompanied by growing professionalism in the training field and a demand for competent, quality trainers.

(4)   Compensation and Health

The issue of compensation has long posed problems for the personnel manager. How should job be evaluated to determine their worth? Are wages and salary levels competitive? Are they fare? Is it possible to create an incentive compensation system tied to performance? Techniques for evaluating the financial worth of jobs and other issues pertaining to the design of pay will not be discussed in this paper. An increasingly important part of compensation is employee benefits and because the cost of benefit for many organization is now averaging 40% of total pay roll cost, employees are trying to control benefit costs without seriously affecting the overall compensation program. The kinds of benefit that employees may offer and the considerations that should be given to planning a total benefit package are of various types and these benefits can be monetary and non-monetary.

(5)   Employee Relation

Labour unions exert a powerful force upon employees and influence personnel policies and programs for union employees. Because union participation in personnel decision making may have great impact on the economic condition of the firm, managers must understand a union's philosophies and goal and explore ways in which a cooperative rather than an adversarial relationship may be achieved. Many personnel problems are costly and impede on organization's productivity rate. modern personnel administrators must create strategies to resolve these problems and to do so, they must posess a complete understanding of the research process. How to conduct research and development stragtegies, how to strengthen the personnel programmes.

Organizing the Human Resource Department

In organizing the human resource department, two major questions can be adressed. Where are the human resource decisions made?, Who is responsible for those human resource decisions?

Centralizaton and decentralization

Centralization means that essential decision making and policy formulation are organized and done at one location (at the headquaters) while decentralization means that essential decision making and policy formulation are organized and done at several locations(in the division or department in the organisation).

How human resource departments are organized differs widely from one company to the other, not only because of differences in type of industry, but also because of differences in the philosophy, culture and strategic plans of the organization for purpose of illustration. It is useful to compare the centralized human resource structure with the decentralized resource structure. In the centralized human resource structure, large specialized corporate human resource staffs formulate and design human resource strategy and activities which are then communicated to the small human resource staff of the operating units for implementation. High consistency and congruence with corporate goals are attained. In the decentralization models, small corporate staff manage only the human resource system for executives and act as advisers only to operating units. Here, there tend to be wider divergence in human resource practice and flexibility for operating to address their human resource concern as effectively as possible.

Because of the rapidly changing and highly competitive environment, the trend seems to be towards greater decentralization and delegation of human responsibilities to lower human resource level and to the operating units and managers themselves. Along with this is the trend toward less formalization of human resource policies. These conditions give the human resource department and organization the flexibility for coping with the more rapidly changing environment. The diminished bureaucratization of the function of human resource department can lead to a greater openess in the human resource perspective and method used. Of course, activities such as fair employment issues and compensation matters mayhave to be centralized because of legal requirements and the sake of consistency, nevertheless the general trend is for less formalization and less centralization. Along with this is the need for everyone to be responsible for managing human resources.

The human resources manager, staff and line Managers

Managing human resources effectively is the task of individuals who have specialized in it and are primarily responsible for human resource management. Human resource managers comptrisestaff and line managers (those in charge of the employees who are producing the products and delivering the services of the company). These two sets of managers are interdependent in the management of human resources. Increasingly, they work together. Thus, chief executive officers (C.E.O), human resource managers, and all levels of senior management will be involved in managing human resources.

Amidst other senior executives, the human resource leader will be indistinguishable from others, in concern for and understanding of the needs of the business, likewise the staff of the human resource department will appear indistinguishable from their counterparts in the firm, sharing in the human resource function, line managars, human resource staff, and non managerial employees together will forge and implement human resource activities, structure, roles, policy, goals and practices.

The Employees:- Employees are also taking a role of human resource management. For example, employees may be asked to appraise their own performance or that of their colleagues. It is no longer common for employees to write their own job description. Perhaps most significantly, employees are taking a more active role in managing their own careers, assessing their own needs and values, and desingning their own jobs. Nevertheless, the human resource department must help guide this process to these ends, but must be staffed with qualified individuals.

Role of the Human Resource Department

The primary task of personnel department is to ensure that the organisation's human resources are utilized and managed as effectively as possible to acquired and retain an organisations human resources, personnel administrators perform four critical roles, create and implements policy, offer advice, provide services and control personnel programs and procedures.

1) **Creates and Implement Policy:** Policies are guides to management thinking and they help management achieve the organisational objectives. The top personnel officials are generally responsible for policy making. The policy should not be formulated alone but must also be implemented into the organisation and this function is also carried out by the personnel department.

2) **Advice:** Over the past several decades, management has become increasingly complex. A restrictive legal environment, sophisticated technologies, knowledgeble labour force, and demand by labour and societal groups for more "socially responsible activities" as a few of the pressures felt by managers. To cope with complex issues, managers often turn to experts for advice and counselling. All staff members have an obligation to ensure that their advice is sound, objective, and fair and will contribute to the goals of the organization.

3) **Services:** The services provided by the personnel department generally are the permanent human resource programmes and activities that aid line managers and administrators in performing their jobs. Separating services from other personnel responsibilities is difficult. On the other hand, the personnel department like each staff unit exist to serve other organisation units and practically all personnel activities may be broadly labelled as some form of service on the other hand, these personnel function are clearly services.
- Recruitment, selection and placement
- Training and development
- Personnel research
- Company recreation programs e.t.c

4) **Control:** Like the quality control department in practically every manufacturing concern, the personnel department performs important control functions for the management of human resources. For example, a written policy on equal employment opportunity is ineffectual unless executives are aware of the policy and adhere to it. Personnel administrators are responsible for monitoring personnel goals and guidelines to ensure their achievement

Role of the Human Resource Leader
For the human resource department to perform all it roles effectively, it needs to have a leader who is knowledgeable in the human resource activities. Increasingly the human resource leader must also be familiar with the needs of the business and be able to work side by side with line management as partner in topics such as mergers and acquisitions, productivity and quality enhancement efforts. This is the essence of the focus on research. New key roles and responsibilities for personal leader include.

1) **Business Person**
- Shows concern for bottom line.
- Understands how money gets made lost and spent.
- Knows the market and what the business is about.
- Has long term vision of where the business is leaded.

2) **Shaper of Changes in Accordance with Business**
- Can execute change in strategy
- Can create sense of urgency
- Can think conceptually and articulates thoughts
- Has sense of purpose, a steadfast holding a definite value system.

3) **Consultant to Organisation/Partner to line**
- Has ability to build commitment into action
- Responds to organisation needs
- Recognises importance of teamwork
- Is capable of relationship building

4) **Strategy/Business Planner**
- Knows plan of top executives
- Is involved in strategy formulation of executive is not an afterthought.
- Develops and sells own plans and ideas and able to get needed resources
- Has three to five years focus.

5) **Talent Manager**
- Sees the movement from an emphasis on strictly numbers or bodies needed to the type of talent and skill needed in the organisation
- Sees the emphasis on talent needed for the executing future strategies as opposed to today's needs
- Is capable of educating management

European Journal of Business and Management
www.iiste.org
ISSN 2222-1905 (Paper) ISSN 2222-2839 (Online)
Vol.6, No.39, 2014

- Knows high potential people and anticipates their concerns

6) Human Resource Asset Manager/Cost Controller
- Initiatives and does not work for others to call attention to need for action
- Can educate and self-management.
- Can creatively measure effectiveness in own areas of responsibility and other areas of organisation
- Can use automation effectively.

3.0 Importance of Personnel and Human Resource Management
Now, more than ever before, human resource management is recognised as being critical to the survival and success of organisations. In 1991, IBM and the internationally recognised consulting firm of towers Perrin jointly conducted a worldwide study of nearly three thousand senior personnel and human resource management leaders and chief executive officers. Results indicate that about seventy percent of human resource managers see the human resource function as critical to the success of organisations. By the year 2000, more than ninety percent expect the human resource department to be active while the human resource respondents here perhaps a bit more positive about this trend. The Chief executive officers were very close behind. While serving the very success of the business can certainly be regarded as an important goal of personnel and human resource management.

External Influence on Human Resource Management:
The external factors are those factors that affect the organisation, which the personnel manager exerts little control over. Personnel administration must understand the nature and importance of the external environment and recognise its impact upon current and future personnel activities. Some of these external factors are:

Laws:
The legal environment within which modern business organisations operate is a far cry from the lassiez – faire environment. Adam smith advocated 200 years ago in his classic work "The health of nations" personnel programs that not only satisfy the needs of both the organisation and employee, but they must also satisfy innumerable legal requirements. Increasingly legislative acts are helping to shape personnel programs, helping personnel administrators to study the various laws, to know how they are to be interpreted and to understand how they affect the firm.

Labour Unions:
A union can have a profound impact on an organisation's effectiveness which may be viewed as a positive or negative. A Wall Street journal George Gallup study found a wide divergence in attitudes toward unions among 782 top corporate executives. Although the executives often spoke of unions in positive terms, most thought union here is detriment to organisational effectiveness. On the positive side, union here was praised for aiding in labour management, communication, co-operating in attempts to increase productivity,helping in reducing labour cost and co-operating withmanagement. On the negative side, unions were condemned for hurting productivity, meeting inflexibility in work rules, making excessive wage demands, and causing inflation. Regardless of the attitudes of managers, most agree that influence of the union is felt in practically every personnel policy, programme and activity designed for the union employee.

Labour Market:
A recurring problem for personnel managers is the recruitment and selection of qualified, motivated people at reasonable wages or salaries. Labour market conditions which are heavily influenced by the supply and demand for labour, determine if an organisation can satisfy its objectives. Like the legal environment, the labour market conditions are quite variable and sometimes unpredictable; the labour market often adds an element of frustration and uncertainly to a variety of personnel activities. The federal government often publishes labour market information to assist the personnel specialist in the collection and analysis of labour market date.

Society:
To great extent societal values, attitudes and benefits influence what workers want from their jobs. In contrast to workers demand more than a "fair day's wage" and a safe and healthy place of work. Many enjoy a greater involvement in their jobs and seek increased attention by management to their particular work problems and needs such demands are likely to intensify in the coming years as workers aspirations rise with increases in their educational levels.

Technology:

An organisation's technology is the method and technique it uses to produce its goods and services and it attracts the skills and abilities that organisations' employees must possess. Considering the computer, as computers became common in the 1960's many bookkeeping and clercal skills were no longer marketable, keying, programming and systems analysis were in demand. But in 1980's, data entry technology eliminated the need for keypunching skills.

Similar effects are expected to result from an increasing trend orwards robotics, the operation of programmable robots to perform routine assembly operations. Although the use of robots will increase productivity, employee resistance is sure to result particularly from those employees whose jobs will be eliminated by robots.

4.0 Current Challenges, Issues and Trend

To a large extent, the personnel department's newfound yet well deserved prestige is the result of the enormous responsibilities undertaken by personnel managers. Today, many problems and issues that have traditionally been the responsibility of the personnel department remain so. Examples are the recruitment, selection, orientation and training of high quality personnel, job analysis and job evaluation, labour relations and employee appraisal systems. Current problems and issues have created a new era of professionalism in personnel management. Some of these problems and issues are productive improvements, the quality of working life, safety and health, equal employment opportunity and the increase in computer usage

1.   **Productive improvement**

Despite the comparisons of productivity among nations, the United States still leads the rest of the world in total output yet in recent years, productivity output per hour of work has remained steady in the United States while it has increased in other countries, such as Japan and China. The crisis in productivity arose for a number of reasons; poor labour management relations, and often hostile relationship between business and government, out dated plants and equipment and lack of capital for plant modernization. In addition, the management of human resources is increasingly being recognized as having an important bearing on unemployment and productivity. Many companies report that the implementation of modern practices of personnel management has led to greater output and improved quality. Because research has shown that a sound personnel management programme can make a difference in a firm's rate of productivity, personnel role in productivity improvement should increase in the years ahead.

2.   **Quality of working life**

Sociologists have spoken of the quality of life. Behavioural scientists have also begun using the related term, quality of working life (QWL). The quality of working life refers to the extent to which employees personal needs are met through their work. One's quality of working life improves as one's work meets more and more personal needs, such as security, responsibility and self esteem. Many organizations consider that producing a good quality of work life to employees is both a social and ethical responsibility each firm must bear. But there are strong indications that improvement in quality of work life favourably affects organization performance.

3.   **Safety and health**

Creating a work environment which minimizes the likelihood of an accident or injury has long been a goal of both personal specialists and operating managers. In the modern work place, a number of safety and health issues have proved difficult to resolve in both manufacturing and service industries. First there is evidence that some work environments are responsible for cancer, infertility, lung disease, and other illness. Unlike an accident or injury occupational injuries, some are difficult to detect and often they remain undetected until it is too late for remedy. More and more, the work place is being labeled as hazardous to one's long term health. Secondly, job stress can be just as hazardous as an unsafe work place unlike accidents and injuries which are at most concern in construction, manufacturing, mining, and transparent industries. Job stress can be a problem in any kind of firm in any job, whether it be blue collar, clerical, managerial, or professional. Extreme stress can lead to ulcers, heart failure, nervous conditions and other psychological stress on job.. Managers are now beginning to recognize potential personal and organization job stress and reduce the problem.

Thirdly, many employees suffer from some form of chemical dependency. About one in every ten employees suffers from a drinking problem that negatively affects performance. In the past, an alcoholic employee was either ignored or fired. But because such solutions fail to rehabilitate the sufferer, a growing number of firms have implemented employee assistance programs (EAP), whereby troubled employees (mostly alcoholic employees) are recognized, counseled, rehabilitated and placed back on the job. Not every employee assistance

programme is said to enjoy up to 70% success rate. Most employee assistance programmes are administrated within the personnel or human resource.

4.   Equal employment opportunity

Creating an environment in which equal employment is reality rather that popular slogan is no doubt one of the personnel managers toughest jobs. Much like the plant foreman who is often referred to as the "man in the middle" between labour and upper management, the personnel manager has the federal government pushing for compliance to the law while the operators press for greater autonomy in personnel decisions. There has also been the discrimination of womem at occupying managerial positions in   organisations because of the believe that woman cannot make effective and some very crucial decisions

5   Increased use of computer

Computers are not new to the personnel department, though in the past, their use was primarily limited to payroll task and record keeping. Few organizations applied computer technology in ways that actually enhanced the personnel decision making process, but will the advent of desktop, micro computers and an array of personnel, related software packages in the early 1980s, the use of computers in the personnel department has increased significantly. The advantages of computerization are speed, flexibility and on-line capability. With the aid of desktop computers and even laptops, a manager can quickly retrieve a vast amount information about an employee's job status or a personnel activity, skills inventory or attendance record can obtained in a matter of seconds, flexibility is achieved through the computers ability to generates a wide variety of special reports and documents. They enable the user to build security into an information system which is not normally possible with the conventional file system. Managers and personnel administrators are able to use desktop computers (when connected to a main computer) in a variety of functions and activities. Examples include multifunctional payroll system, salary and performance reviews, and skills inventory.

5.0 Some Results of Human Resource Management in Business Success

Without the assurance that HR does make a distinction, HR professionals will not, and cannot, be encouraged to develop HR measures that drive business performance. Fortunately, in the last few years, several research studies have reported some important findings regarding the relationships between HR and business performance (Arthur, 1994; Huselid, 1995; MacDuffie & Krafcik, 1992; Ostroff, 1995; Pfeffer, 1994; U.S. Department of Labor, 1993). Several reliable themes emerge from these commendable studies of the HR–business performance relationship. First, HR practices certainly make a difference in business results, particularly the use of HR practices that build employee commitment. Second, all of these studies examine the HR system as a whole rather than individual HR practices. The synergy and resemblance among HR practices have an important impact on business performance. Third, these studies are quite robust as they examine sample firms within an industry [e.g., the auto industry (MacDuffie & Krafcik, 1992), the steel minimill industry (Arthur, 1994)] and across multiple industries (Pfeffer, 1994), both within a region (Huselid, 1995) and across the nation (Ostroff, 1995).

To develop significant HR measures, a structure is needed to outline how HR can impact business performance. Based on the experience of Eastman Kodak, this article proposes an integrative framework that builds upon a balanced scorecard framework (Kaplan & Norton, 1992, 1993) and a strategic HR framework (Ulrich & Lake, 1990). While the balanced scorecard framework defines *what* a business should focus on, the strategic HR framework offers specific tools and paths to identify *how* a firm can leverage its HR practices in order to succeed. In this section, we will first briefly review the balanced scorecard framework, then the strategic HR framework, and finally the integrative framework. If HR practices can impact business accomplishment through building up organizational capabilities, improving employee satisfaction, and shaping customer satisfaction, new HR measures should be developed to drive business performance. As succinctly argued by Kaplan & Norton (1992, p. 71): "What you measure is what you get." Unless HR measures are realigned to drive the activities and behaviors of HR professionals and line managers, HR practices can hardly be expected to demonstrate any impact on the bottom line.

Dramatic changes in HR measures are urgently required to refocus the priorities and resources of the HR function. Instead of being HR-driven (what makes sense to HR professionals), the next generation of HR measures needs to be business-driven (how HR can impact business success). Instead of being activity-oriented (what and how much we do), new HR measures should be impact-oriented (how much we improve business results). Instead of looking backward (what has happened), innovative HR measures should be forward looking, allowing managers to assess and diagnose the processes and people capabilities that can predict the future success of corporations (Kaplan & Norton, 1992). Finally, instead of focusing on individual HR practices (the

performance of staffing practices, training and development practices, etc.), future HR measurement should focus on the entire HR system, taking into account the synergy existing among all HR practices.

6.0 CONCLUSION

The issue of human resource management as a tool for achievement of goals and objectives of any organisation cannot be over- emphasized.It is imperative, therefore, that for human resource managers to fully achieve the goals and objectives of any organisation, both the organisation and the employees must come to terms with regard to what would be beneficial to both. Since an organisation does not exist in vacuum, it has to employ personnel to achieve its set objectives and this is what human resources management is all about. Management involves working with and through people to accomplish organisational goals and objectives. The head of management is concerned with systematic co-ordination of affairs.It is aimed at utilizing available resources to attain the goals and objectives of the organisation. Of all resources available to the organisation, human resources enjoy primacy of position because without it, all other resources will remain idle. From this research study, it can be deduced that human resource department must be seen as a pivotal unit in facilitating competitive advantage. It is imperative that the human resource department serves as a communication link between the stakeholders, management and employees in a business organisation. It should be managed by well trained human resource managers.

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