

# STRATEGIC HUMAN RESOURCE MANAGEMENT DIMENSIONS AS ENABLER TO ORGANIZATION PERFORMANCE

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## ABSTRACT

*The strategy employed to actualize its corporate objective by any organization through the utilisation of its human capital may perhaps be referred to as the strategic human resource management (SHRM). Several strategies exist, however, this study examines the selective hiring or staffing and extensive training of the human assets. The assumption underlying the practice of SHRM is that people are the organization's key resource and organizational performance largely depends on them. The objectives of the study were to determine the relationship between effective training and organizational performance as well as to examine the relationship between selective staffing and organizational performance of the bank. The study population comprised of all the 400 employee of the bank while a sample size of 197 was drawn from the population. The findings indicate that there is a significant and positive relationship between training and organizational performance. Likewise, selective staffing was found to have significant relationship with organizational performance. The recommendations are that human resource managers should ensure that their organizations link the training they offer with the organization's business strategy. Furthermore, people with Human Resource expertise should be made to do recruitment process for the organization.*

**Keywords:** HRM, SHRM, Organizational Performance, Selective Selection, Effective Training

## 1. Introduction

Human resources management (HRM) is a necessary function in organizations, it involves all managerial personnel, and it considers people as the most important single asset of the organization and enhances company performance [1]. Thus, HRM is defined as, the policies and practices needed to carry out the people or human resource aspect of a management position, including selection, job definition, training, performance appraisal,

compensation, career planning and are encouraging employee participation in decision making and measure the organizational performance, customer satisfaction and maximize the profitability of organization [2].

Strategic human resource management (SHRM) is a sub field of human resource management [3]. SHRM has developed as a field of management practices and became popular since 1980s [4]; [5]; [3]; [6]. Also, it considered to be as an overall process to deal with human resource issues as a part of the organization strategy [5]. It enhances the productivity and effectiveness of organizations, since it combined HR practices with the overall goal of organizations [7].

Additionally, strategic HRM involves designing and implementing of HR policies/practices that ensures the firm's human capital contributes to the achievements of its corporate objectives [8].

[9] in their study, classified SHRM practices according to two terms the first one is instrumental practices which leads the organization to meet the strategic vision and mission such as recruitment/selection, training, performance and rewards management, and the second is administrative practices.

Recruitment is a pool of possible candidate, the goal of recruitment process is to attract qualified candidates which in turns allow the companies to select the best one [10]. This process is followed by the selection, which is concerning of assessing job applicants in order to select the best applicant for hiring in the companies [10]. The goal of selection process is to select the individuals with knowledge, skills and positive work attitude [11].

Training and development has been recognized as one of the most important practice in the field of human resource management [12]; [13]. Besides, training and development is one of the important ways to facilitate individual employees to earn new skills and knowledge and improve their skills and knowledge [12]. Human resource planning is the process for forecasting the shortage and surpluses of employees [10].

### **1.1. Problem Statement**

The key challenge that lies before human resource management is managing and inspiring the employees through recruitment and selection, training and development, reward and performance management among others. As the role of HRM cannot be overstated, the way and manner the HRM handles the challenges will determine the performance of the organization under study and other organizations generally. The strategic impact of HR is crucial since workers are the people in the organisation. Therefore the way and manner organizations hire prospective employees as well as the training that the hired staff undertake fall short of the way of hiring and training best practices; and this has caused several organizations not to achieve their corporate goals. This study therefore looks at selective hiring as well as extensive training.

## **2. Literature Review**

### **2.1. Human Resource Management**

Human Resource Management is a strategic and comprehensive approach to managing people and the workplace culture and environment. Effective HRM enables employees to contribute effectively and productively to the overall company direction and the accomplishment of the organization's goals and objectives.

The development of any nation depends to a very large extent on the calibre, skilful and motivation of its human resources. Management must work with people. The proper use of people in an enterprise undoubtedly has a direct and significant bearing on the productive efficiency of the enterprise. As a result of the importance that managers assign to people who must work with them, terms such as “human resources” “human capital” are used to demonstrate the difference people make in the performance of a manager and consequently the enterprise.

## **2.2. Strategic Human Resource Management**

Strategic HRM is a process that encompasses the employment of all-encompassing methods to the development of HR strategies, which are combined vertically with the business strategy and horizontally with one another. These strategies define intentions and plans related to the overall organizational considerations, such as organizational effectiveness, and to more specific aspects of people management, such as; resourcing, learning and development, reward and employee relations. SHRM is focused on the function of human resource management systems which acts in organization’s performance, especially concentrating on the arrangement of human resources as a means of gaining competitive advantage. Organizations are becoming aware that successful human resource policies and practices may increase performance in different areas such as productivity, quality and financial performance. The people who make up an organization human resources are considered to be one of the most important resources of today’s firms. People and how they are managed are becoming more important because many other sources of competitive success are less powerful than they used to.

It has a clear emphasis on executing strategic change and growing the skill base of the organization to guarantee that the organization can contend effectively in the future [14]. Strategic Human Resource Management simplifies the development of a human capital that meets the requirements of business competitive strategy, so that organizational goals and mission will be realized [15]. Strategy of human resource management is an integral part of business strategy. The main focus of this strategy is to achieve organizational objectives. So, strategy, then, is a set of strategic choices, some of which may be formally planned. Additionally, it involves designing and implementing a set of proactive HR policies/practices that ensures that an organization’s human capital contributes to the achievements of its corporate objectives. Central to this viewpoint is a supposition that organizational performance is influenced by the set of HRM practices in place.

### **2.2.1. Selective Hiring**

With respect to human resource practices, recruitment is the fundamental function where employees enter into an organization. It is the procedure for seeking for prospective employees to apply for the job posting in the organisation. Conversely, selection is the procedure of picking a suitable candidate among the job candidates. Selection process starts after the completion of the recruitment process. Effective human resource ought to recognise human resource needs in the organization. As soon as the requirements are identified, the process of recruitment or acquisition function starts.

Recruitment is the realising of likely applicants for concrete or estimated organizational vacancies. In other words, it is a connecting activity that brings together the employers and applicants. The best recruitment exercise will result to a good number of qualified applicants that will be taken for the job if eventually offered. Furthermore, it should provide information so that unqualified candidates can self-select themselves out of job application; that is, a good recruiting programme is supposed to have the qualified and not the unqualified. These two objectives will reduce the cost of attending to unqualified candidates.

Organizations are using formal methods in order to select individuals and make sure the right candidates are employed. Organisations are also constantly appraising current employees to spot talent that can be diverted if a department is eliminated or downsized [16]. According to [16] “Being able to make effective assessments also improves efficiency — particularly in organisations that hire large volumes of employees”. In today’s current economic climate, although many organisations seek potential employees with experience, students are graduating with very high qualifications. Furthermore, this leaves it more challenging for organisations when it comes to recruiting and selecting with numbers of applicants increasing all the time. Assessment tools increase the speed of the selection process making sure the right people are chosen for the job [16].

Organizations should review their previous and current recruitment and selection sources, to see what has been the most effective. This is to make sure they are employing individuals with the right knowledge, skills and abilities in order to work towards the organisation’s objectives. Whereas saving the organisation a lot of money in the long run, this will also help to create their new strategy [17]. As well as strategic HR metrics, it is important that HR policies are also integrated in order to develop a ‘high commitment’, ‘high-performance’ approach to the management of people [18].

Several organizations nowadays are finding their personnel through universities and their campuses. By so doing, it gives different organizations the opportunity to communicate and engage with students. On many occasions this may lead to recruiting graduates who best fit an organisation’s culture and requirements [19]. There are a number of benefits to recruiting graduates. They are adaptable and willing to learn new skills through training and development programmes. In addition, transferable skills such as oral communication, presentations, problem-solving and data analysis are all are gained during university period. Some graduates have completed a series of work placements in either different organisations or the same organisation for a number of months throughout their degree program. Also, this offers the student with a taste of what to expect in the real working world. By educating and preparing graduates with the knowledge and skills needed for the working world, they are prepared to work in more complex types of work and are eager to be challenged [20]. Career expositions and recruitment events are viewed as popular methods of sourcing and recruiting talented graduates [19].

### **2.2.2. Extensive Training**

[21] defines training as consisting of both ‘training and development’ with the former focused on knowledge, skills and abilities (KSAs) required for the current job role and the latter focusing on KSAs required for a future role.

[22] contend that in the organizations the vast majority of training is focused on what they refer to as hard skills or the development of KSAs that are directly applicable to the job. In the recent past a study on the training-organizational performance relationship has incorporated training focused on improving employees' soft skills [23]. [24] remarked that staff training and development is a work activity that can make a very significant contribution to the overall effectiveness and profitability of an organization. He therefore, provides a systematic approach to training which covers the main elements of training.

Similarly, [25] described training as a systematic development of the knowledge, skills and attitudes required by employees to perform adequately on a given task or job. It can take place in a number of ways, on the job or off the job; in the organization or outside organization.

The key goal of training is to obtain and enhance knowledge, skills and attitudes towards work related tasks. It is one of the most important potential motivators which can lead to both short-term and long-term benefits for individuals and organizations. There are so many benefits associated with training. The strategic process of employee training and development requires to inspire creativity, guarantee inventiveness and shape the entire organizational knowledge that offers the organization with distinctiveness and distinguishes it from the others.

Training and development needs may occur at three organizational levels namely; (1) strategic level where needs are determined by top management while considering organizations goals, mission, strategy and problems, which need to be resolved or fixed (2) tactical level where needs are determined with middle management while considering developments needs to the coordination and cooperation between organization units and (3) operational level where needs are determined with lower executive management and other employees while considering problems related to operations such as performance problems of individual workers and departments in subject [26].

These are a number of methods which may be used to develop the skills required within an organization. These course and programmes are usually a set of defined and known programmes where the contents, durations and all the details about the training are clear to both the organization and the personnel to be trained. Unlike informal trainings and programmes, formal training and programmes can be planned earlier and also plan for their evaluation. Employees may undertake these courses and programmes while completely off work for a certain duration of time or alternatively be present for work on a part-time basis.

[27] maintained that all the human resource development activities are meant to either improve performance on the present job of the individual, train new skills for new job or new position in the future and general growth for both individuals and organization so as to be able to meet organization's current and future objectives. There are broadly two different methods that organizations may choose from for training and developing skills of its employees. These are on-the-job training given to organizational employees while conducting their regular work at the same working venues and off-the-job training involves taking employees away from their usual work environments and therefore all concentration is left out to the training. [28], describes on-the-job training as that kind of training that happens during the working time, and another one is outside of working time.

The most commonly used method of training in smaller organizations is on-the-job training. This training is given to less knowledgeable, skilled, and experienced employees by more knowledgeable, experienced and skilled employees, such as managers, supervisors. It is usually held during the work. This type of training often takes place at the work place in informal manner, and it can be delivered in classrooms as well [28].

### **2.3. Organizational Performance**

Researchers conceptualize organizational performance using objective and subjective measures or a combination of both. In line with this, [29] stated how organisational performance is conceptualised as a multidimensional construct. The majority of studies utilize subjective measures including in some cases a composite index or as a single organizational performance item. This study defines organizational performance to comprise the three classes recommended by [30]: HR-related, operational and financial. This study defines human resource outcomes as proximal outcomes such as collective KSAs, motivation, employee turnover, job satisfaction and organizational commitment [31].

Operational outcomes are defined as distal outcomes comprising labour productivity, innovation, customer service and customer retention [32; 33]. Lastly, financial outcomes are defined to include three categories: (a) financial performance, (b) product market performance and (c) shareholder return [34]. The financial performance category comprises measures of profit, return on assets and return on investment. Product market performance comprises measures such as sales and market share and shareholder return includes measures such as total shareholder returns and economic value added.

### **3. Research Methodology and Design**

The study adopted descriptive design that allowed the research to describe the study's variables in terms of explaining the relationships among these variables without undue manipulation [35; 36]. This study employed the quantitative design approach. This involves data collection method of questionnaire administration. The data collection involves the direct involvement of surveying stakeholders who were identified from Diamond Bank. In line with this [37] defines research population as the full set of cases from which a sample is taken. In view of this, the target population was identified to be 400 employees of the bank. However, in research the entire population is not involved as research participant. For this reason a sample size of 197 was drawn from the population (400). Raosoft sample size calculator was used in determining the sample size [38]. Quantitative data was analysed using inferential statistics analysis method. Also, the data analysis technique utilised includes the multiple regression analysis with the aid of Statistical Package for Social Sciences (SPSS). The interpretation of the result is based on the formulated hypotheses.



### 3.1 Model Specification

A model is a mathematical representation of a reality. It is also a simplified view of reality designed to enable a researcher to describe the essence and inter-relationship within the system or phenomenon it depicts [39]. In consideration of realizing the objectives of this study, a linear regression model was formulated, and the multiple regression test was conducted to determine the variance explained by the independent variable to the model. We state the models flowing from hypotheses as follows:

$$Y = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + e$$

Where Y= Organisational Performance

$\beta_0$  = Constant or Intercept

$\beta_1$  = Coefficient of Selective Hiring

$\beta_2$  = Coefficient of Effective Training

$x_1$  = Selective Hiring

$x_2$  = Effective Training

$\epsilon$  = Error Term

## 4. Data Analysis and Interpretation

### 4.1. Response Rate

Table 4.1 below shows the response rate. Based on the sample size of 197, questionnaires of 197 were hand delivered to the respective participants, however, 150 were returned bringing the response rate to 76.1%. This rate was sufficient to perform the data analysis.

**Table 4.1: Response Rate**

Category	Frequency	Percentage
Responses	150	76.1
None-Responses	47	23.9
Total	<b>197</b>	<b>100.0</b>

### 4.2 Inferential statistics

#### 4.2.1 Reliability Statistics

Before carrying out a test on research hypotheses, the study examined how reliable the variables of the study are. Cronbach's coefficient alpha is the most commonly used type of internal consistency of a multiple item scale [40]. The result of this analysis is shown in Table 4.2. Generally, reliabilities less than 0.6 are regarded to be poor, those in the 0.7 range, acceptable and those within 0.8 and above are considered good [41; 42]. Therefore, with the value of 0.762, this study's data reliability is reliable and fit for the analysis.

Table 4.2: Reliability Statistics

Cronbach's Alpha	N of Items
.762	3

#### 4.2.2 Regression analysis

The objectives of the study were to analyse the effect of influence of selective hiring on organizational performance; and to examine impact of effective training on organizational performance. Multivariate linear regression analysis were used to examine whether there are significant effect on organizational performance of Diamond bank. The research hypothesis were

H1: Selective hiring has significant impact on organizational performance

H2: Effective training has significant influence on organizational performance

##### 4.2.2.1. Testing the model fitness

Multivariate linear regression analysis were conducted to establish the impact of selective hiring ( $X_1$ ) and effective training ( $X_2$ ) on the dependent variable; organizational performance. Table 4.3 shows Coefficient of determination ( $R^2$ ).

**Table 4.3: Coefficient of Determination<sup>b</sup>**

Model	R	R Square	Adjusted Square	RStd. Error of the Estimate	Durbin-Watson
1	.744 <sup>a</sup>	.554	.548	2.279	2.258

a. Predictors: (Constant), ExtensiveTraining, SelectiveHire

b. Dependent Variable: Org\_Perf

The R- square ( $R^2$ ) = 0.554, as highlighted in Table 4.3. This implies that both selective hire and extensive training were able to explain at least 55.4% variation in the dependent variable; organizational performance.  $R^2$  ranges from zero to one and the closer the value is to one, the better “fit” the model is.

#### ANOVA for regression

The analysis of variance was carried out in order to make available information about the variability within the multivariate regression model in order to form the basis for test of significance. The outcome of analysis of variance is shown in Table 4.4.



**Table 4.4: ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	946.778	2	473.389	91.177	.000 <sup>b</sup>
	Residual	763.222	147	5.192		
	Total	1710.000	149			

a. Dependent Variable: Org\_Perf

b. Predictors: (Constant), ExtensiveTraining, SelectiveHire

The results of the significant test of the regression model for selective hire and extensive training and organizational performance had F statistics= 91.177 (2,147), p value < 0.05. This implies that the model had a significant statistical meaning and indicated “goodness” of fit of the model. According to [43], for the model to have significant statistical meaning, the F change value should be greater than 10. The study therefore concluded that the model was statistically significant to predict the relationship between selective hire as well as effective training and organizational performance.

Coefficients of access to networks support

Table 4.5 shows the coefficients of the regression output for both selective hiring and effective training (independent variables) and organizational performance (dependent variable).

The Coefficients values were used to generate the model for selective hire and effective training and organizational performance  $Y = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + e$

Where Y= Organisational Performance

$\beta_0$  = Constant or Intercept

$\beta_1$  = Coefficient of Selective Hiring

$\beta_2$  = Coefficient of Effective Training

$x_1$  = Selective Hiring

$x_2$  = Effective Training

Organizational Performance = 7.893 + 0.199 Selective Hire + .486 Extensive Training

Table 4.5: Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.893	1.229		6.422	.000
	SelectiveHire	.199	.053	.224	3.734	.000
	ExtensiveTraining	.486	.046	.627	10.445	.000

a. Dependent Variable: Org\_Perf

The results on Table 4.5 indicate that there exist a statistically significant positive relationship between selective hire as well as effective training and organizational performance in Diamond bank PLC ( $\beta = 0.224$ , and  $.627$ ,  $p < 0.05$ ). The computed P value of 0.000 is less than 0.05 level of significance implying that selective hire as well as effective training had significant effect on organizational performance in Diamond bank PLC. The critical t value is supposed to be between -1.96 and +1.96 to accept the null hypothesis. The computed t value was 3.734 and 10.445 respectively,  $p < 0.05$ . Thus, null hypotheses were rejected and the alternative hypotheses accepted; implying that both selective hire and effective training had significant effect on organizational performance in Diamond bank PLC Abuja.

## 5. Discussion and Conclusion

It has been found that the two formulated hypotheses are compatible with the studies done earlier and fulfilled the research objectives. The subsequent sections will expatiate on how much relevance and results aligned with the previous studies. The hypothesis stating that predictors (selective hire, and effective training) significantly affect organizational performance were accepted (Refer to Table 4.5). It could be said that results were consistent with some earlier studies [17; 19; 44].

The above model has successfully defined the relationship of selective hire and effective training on organizational performance. It also showed that the strongest influence of predictor variable on organizational performance was effective training (Beta = .627) followed by selective hire (Beta = .224). All the hypotheses, answered to all the objectives and the findings are consistent to earlier studies. This research showed the importance of strategic human resource management, which is a set of practices. In this study, the practices are training and development, and recruitment. The significance of the strategic human resource management was clearly identified in that an organization with effective human resource management can achieve an employee's positive attitude and behaviour, and when employees are satisfied, the organization will achieve its corporate goals. These goals can be accomplished when employees are exposed to different kinds of training programmes that are required by the organization.

### 5.1 Recommendation

Training as a SHRM practice was found to be positive and significant in contributing towards organizational performance. Hence HR managers should offer different types of training to their staff. Training offered to employees" should also be relevant to their jobs since Nigeria's global competitiveness will depend on the ability to create a human resource base that has the prerequisite skills and knowledge. Secondly, HR managers should ensure that their organizations link the training they offer with the enterprise's business strategy. It is therefore recommended that there should be coherent and strategic training and development that is planned to match both individual and organisational interests. To ensure that training needs identified is realistic and useful, the needs should be discussed with employees. To reap the full benefits of training and development programmes, adequate monitoring and management of performances of employees should be instituted by management.

Secondly, the study found out that HR functions like recruitment and selection were left in the hands of directors and general managers and this opens the recruitment and selection processes up to nepotism, cronyism and favouritism. Starting with recruitment and selection, it is recommended that people with Human Resource proficiency with the help of line managers are made to carry out these activities so that people with the appropriate skills, attitudes and knowledge are hired. The HR managers should ensure they recruit human resource that is able to exploit industry opportunities as well as neutralize industry threats. They should also make sure that the resources used to make their products or services in the organization are rare and patented to make them unique.

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