

The Importance of Human Resource in Nigerian Organisational Development

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Abstract

Human resource refers to the workforce of an organisation, this paper tries to re-examine the importance of human resource in Nigerian organisational development. The objectives of the study include to find ways to improve human resource to ensure development in Nigeria and to find the relationship between workforce and development. Hence, to achieve the goals of an organization, human resource management (HRM) must be properly addressed. The research work recommends that workers motivation to achieve organizational goal and development, management should always use the result of training for promotion and increment of remuneration packages and annual performance appraisal, and evaluation of workers should also be properly and equitably conducted.

Keywords: *Human Resource, Development, Organisation and Training*

Introduction

Human resources is used to describe both the people who work for a company or organisation and the department responsible for managing resources related to employees. It is the work force of any organisation. That is, the people that make up the work force. According to Gunnigle, Herary, and Morely (1997), people are the life blood of organization. a company's workforce represents one of its most potent and valuable resources consequently, the extent to which a workforce is managed effectively is a critical element in improving and sustaining organisation performance. Managing people is one of the most difficult aspects of organisation management. It means dealing with people who differ physically and psychologically. The essence of personnel management is that aspect of organisation management concerned with the management of an organization's workforce. According to Gunnigle et al (1997), the core activities of personnel management include:

- **Strategy and Organization:** Contributing to organizational strategy, organisation structure and processes, influencing culture and values, and developing personnel strategies and policies.
- **Employee Resourcing:** Incorporating human resource planning, recruitment, and selection, development and termination of employment.

- **Employee Development:** Incorporating training and development, career development and performance management.
- **Reward Management:** Incorporating the selection of reward strategies and the administration of payment and benefit systems.
- **Employee Relations:** Incorporating industrial relations, employee involvement and participation communications, health, safety and welfare and employee services.
- **Employment and Personnel Administration:** Incorporating the administration of employee records, employment policies and practices, working conditions and personnel information system.

Development is the increase in output and standard of people in a particular area. Development aims at improving the skills and efficiency of the workers through training and education of employers; (Okoye & Ezejiofor, 2013). To enhance development in any organization, the workforce must be well equip physically, mentally and otherwise.

The industrial revolution profoundly changed the nature of work, much as information technology is doing now. A century later, the scientific revolution in management started looking at the problems that had been caused during the industrial revolution, and tried to find solutions. In the early 20th century, disciplines spanning a diverse range from engineering to psychology looked at the question of managing people in the workplace. the origins of the disciplines we now call personnel management and human resource management are found here, as are the prototype arguments for the existence of human capital (Witze, 2008). Along with the Thatcherite era and an emphasis away from collective bargaining, a reduction in bureaucracy and a move from the collective to the individual, a new void in the personnel function need to be filled. Human resource management practices personnel function, promote flexibility, responsiveness and a marked increase in the value of the employee. Furthermore, with the reduction in heavy industries and an increase in services and high technology, human resource management promised to put emphasis on the individual and the longer-term strategic issues.

The push towards this seemingly ideological approach to personnel management increase in the late eighties. The causes were increasing competitive pressures, increase globalization and a generally harsh business environment. The factors caused managers to want to enhance internal corporate effectiveness and thus improve competitiveness. Manager wanted to maximize the efficiency of all resources, including the human resources (Gabbai, 2000). The purpose of this paper is to reexamine the importance of human resource in Nigerian organisation and to recommend ways of improving them to achieve development in Nigeria.

Literature Review

Human resource refers to the individuals within an organisation whose activities contribute to the organization's success, that is, in the achievement of organizational goal and objectives. Chu and Macgregor (2011) emphasise that the backbone or foundation of any

organisation is its core staff. Every organisation should therefore have the right people in the right places at the right time to enhance success.

According to Armstrong (2009), the concept of performance covers both what has been achieved and how it has been achieved. Performance is measured through key performance indicators which are usually to do with financial results or productivity. A considerable amount of research has been conducted recently on the impact of human resource management on organisation performance for example Arthur (1990, 1992, 1994) obtained data from 30 US strip mills and assessed impact on labour efficiency a scrap rate by reference of either a high commitment strategy or a control strategy. The research outcomes were that firms with a high commitment strategy had significantly higher levels of both productivity and quality than those with a control strategy.

Purcell et al (2003) studied twelve companies to establish how personnel management impact on organisational performance and resolved that the most successful companies had the big idea. They had a clear vision and set of integrated values. They were concerned with sustaining performance and flexibility. Clear evidence existed between positive attitude towards HR policies and practices, levels of satisfaction, motivation and commitment, and operational performance. Policy and practice implementation (not the number of Hr practices adopted) is the vital ingredient in linking people and this is primarily the task of line managers.

According to Mwaniki and Gathenya (2015), on the role of human resource management functions on organisational performance with reference to Kenya Power and lighting company-Nairobi West Region. A questionnaire was administered to the respondents the responses establish that high percentages of 46.7 and 47.8 respectively agreed that there had been continuous year under research and an increase in customer base. A high percentage of 33.7 strongly agreed that there had been increase revenue levels in the year under review. The study found out that the HR functions of recruitment and performance contracting positively affected organizational performance and recommended continuous improvement on the HR functions to ensure continuity in increased organizational performance.

The importance of human resource in any organisation cannot be over emphasized, according to Mayhew (2019), These include:

1. **Strategic Management:** HR improves the company's bottom line with its knowledge of how human capital affects organizational success, leaders with expertise in HR strategic management participate in corporate decision-making that underlies current staffing assessments and projections for future workforce needs based on business demand.
2. **Wages and Salaries:** Hr compensation structures that set company wages competitive with other businesses in the area, in the same industry or companies competing for employees with similar skill. They conduct extensive wage and salary surveys to maintain compensation costs in line with the organization's current financial status and projected revenue.

3. **Analyzing Benefits:** Benefits specialists can reduce the company's costs associated with turnover attrition and hiring replacement workers. They are important to the organisation because they have the skills and expertise necessary to negotiate group benefit packages for employees, within the organization's budget and consistent with economic conditions. They also are familiar with employee benefits most likely to attract and retain workers. This can reduce the company's costs associated with turnover, attrition and hiring replacement workers.
4. **Minimizing Liability Issues:** HR relations specialists minimize the organization's exposure and liability related to allegations of unfair employment practices. They identify, investigate and resolve workplace issues that left unattended, could spiral out of control and embroil the organisation in legal matters pertaining to federal and state anti-discrimination and harassment laws.
5. **Training and Development:** HR training and development specialists coordinate new employee orientation, an essential step in forging a strong employer-employee, relationship. The training and development area of HR also provides training that supports the company's fair employment practices and employee development to prepare aspiring leader's for supervisory and management roles.
6. **Employee Satisfaction:** Employee relations specialists in Hr help the organisation achieve high performance, morale and satisfaction levels throughout the workforce by creating ways to strengthen the employer employee relationship. They administer employee opinion surveys, conduct focus groups and seek employee input regarding job satisfaction and ways the employer can sustain good working relationship.
7. **Hiring Processing:** HR professionals work closely with hiring managers to effect good hiring decisions, according to the organization's workforce needs. They provide guidance to managers who aren't familiar with HR or standard hiring processes to ensure that the company extends offers to suitable candidates.
8. **Recruitment and Onboarding:** HR recruiters manage the employment process from screening resumes to scheduling interviews to processing new employees. Typically, they determine the most effective methods for recruiting applicants, including assessing which applicant tracking systems are best suited for the organization's need.

Recommendation

- An organisation can only be achieve development if the performance of human resource are improved because workers' performance is the most important determinant of organisational success. Human resource must be given adequate attention in terms of motivation of workers to achieve organisation goals and development.
- Management should always use the result of training for promotion and increment in remuneration package.

- Annual performance appraisal and evaluation of workers should be properly and equitably conducted.

Conclusion

Human resource management is an important departmental of organisation that is directly influence in all departments because they are responsible part for motivation of employees, for making all recruitment and selection for all departments. Human resource management may be seen as the act of procuring developing and maintaining competent workforce to achieve the goals of an organisation in an effective and efficient manner.

The principle objectives of HRM include to help the organisation reach its goals, to employ the skills and abilities of the workforce efficiently. HR has a great role to play in the execution of strategies in an organization. In a note shell, to enhance development in any organization or notion like Nigeria workforce should be equipped either by training or by education.

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