

## Human Resource Management and Corporate Goal Attainment in Selected Firms in Cross River State

Okon, Unwana Ita<sup>1</sup>, Obo Ekpenyong Bassey<sup>2</sup> & Akpan Effiong Daniel<sup>3</sup>  
& Mbak, Ubong Udo-Johnson<sup>4</sup>

<sup>1</sup>Department of Public Administration, Faculty of Social Sciences, University of Calabar, Calabar, Nigeria

<sup>2&3</sup>Department of Business Management, Faculty of Management Sciences, University of Calabar, Calabar, Nigeria

<sup>4</sup>Department of Business Management, Ebonyi State University, -Abakaliki

### **Abstract**

*The study examined human resource management and corporate goal attainment in some selected firms in Cross River State. The specific objectives were; to determine the relationship between staffing practices and the goal attainment of selected firms in Cross River State, to determine the relationship between reward and the goal attainments of selected firms in Cross River State, to determine the relationship between training and the goal attainment of selected firms in Cross River State, and to determine the relationship between employee relations and the goal attainment of selected firms in Cross River State. The population of the study is two hundred and eighty four (284). The primary data was collected through the use of structured questionnaire respondents of the selected firms in Cross River State. The study employed Pearson Product Moment Correlation analysis technique to measure the relationship between variables tested in the study. Based on the analysis, the following findings are stated; staffing practices have a significant relationship with goal attainment of the firms in Cross River State, Reward has a significant relationship with goal attainment of the firms in Cross River State, training has a significant relationship with goal attainment of the firms in Cross River State and employee relations has a significant relationship with goal attainment of the firms in Cross River State. The study recommended that management of organizations should carefully recruit and select appropriate employees that are qualified so as foster effective corporate goal attainment. Reward system should be implemented in order to maintain the system so as to ensure that it operates efficiently and flexibly.*

**Keywords:** Human resource management, staffing practices, reward, training, employee relations, goal attainment

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### **INTRODUCTION**

Human resources management is a vital approach to achieving competitive advantage through the strategic deployment of highly committed and capable workforce using an integral array of planning, staffing, training and development, recruitment and selection, compensation and reward system, employee relations and structural techniques. In any organization, human resources should be considered as a pivot for boosting corporate performance. Presently in many organizations, human resources is encountered with problems such as ineffective use of employees in the organization to achieve desired goals, when there is no satisfactory relationships among workers and work groups to effectively tap the synergy of group effort. Also, no motivating employees and creating the conducive work environment to enable workers unleash their creative potentials, to satisfy the needs of both the organization and the individual. Having the right personnel at the right place and at the right time is utmost important to the survival and success of any organization (Oladipo, 2011). Firms proclaim that people are the source of their competitive advantage whether they be technology experts or visionary managers at a time of

unparalleled technology development. It is human resource that spell success or failure for all firms, especially entrepreneurial ones (Katz, Aldrich, Welbourn & Williams, 2000). The primary function of human resource management (HRM) is to increase the effectiveness and contribution of employees in the attainment of organizational goals and objectives. The success of an organization depends on the knowledge, skills and abilities of the organizations most important assets; its employees. Without proper employee recruitment, selection, evaluation, and training aligned with the organizations core values and mission, the organization may not survive. 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. Parallel to the understanding that human resources are vital for an organization, HRM function is also going up in organization hierarchy. HRM aims to ensure that the organization obtain and retains the skilled, committed and well-motivated workforce it needs and to enhance and develop the inherent capacities of people – their contribution, potential and employability-by providing learning and continuous development opportunities. It involves the operation of recruitment and selection procedures, management development and training activities linked to the needs of the business. Quite honestly, organizations and managers are aware that at every point, they face rapid complex changes in the market environment. One of the remarkable results is the change of attitude in some firms toward organizations of people or human resource. Top managers in such organizations perceived, that people are among the organizations most valuable strategic resources. Organization with long-term objectives should therefore, re-examine the way in which they manage their human resources (Huang, 2001).

## **LITERATURE REVIEW**

### **Human resource management and corporate goal attainment**

Armstrong (2006) observes that the assumption underpinning the practice of human resource management (HRM) is that people are the organization's key resource and organizational performance largely depends on them. Therefore if an appropriate range of human resource policies and processes are developed and implemented effectively, then human resource will make a substantial impact on organization performance. Boohene and Ausinura (2011) argue that the case for an association between human resource management and organizational performance is based on two arguments. The first one being that the effective deployment of human resource offers one of the most powerful bases of competitive advantage. The second argument is that effective deployment of human resource depends on the application of a distinctive combination of practices, or the use of a consistent set of human resources practice. Again, according to Collins and Druten (2003) there is causal link between how people are managed and organizational performance. They argue that the effectiveness of human resource practices, particularly employee selection procedures, performance appraisals, compensation management, and employee, training and development often have a direct bearing on organizational productivity. Boohene and Ausinura (2011) posit that human resource is an enhanced ability to attract and retain qualified employees who are motivated to perform. To them, the benefits of having the right employees motivate greater profitability. This invariably leads to higher productivity of organization. Several studies have been shown that a firm's human resource (HR) creates value in the organization in different ways. It helps organization to allocate its human resources more effectively, promote operating efficiency, encourage creativity and innovation. Gomez-Mejia, Balkin and Cardy (2003) also noted that, it enables the organization cope more effectively with the challenges of environmental changes, encourages a more proactive management style, transmits organizational goals clearly and motivates greater involvement by line managers in HR management concerns. Business organizations are set up to achieve certain predetermined objectives of their owners. Such as earning a certain percentage of net income, attaining a certain market share, maximizing shareholders values etc. To achieve these objectives,

it is imperative for business organizations to set targets and performance standards against which management effort can be measured (in terms of achievement relative to expectation). Bernadin and Russel (2003) are of the view that, performance is the outcome of work because it provides the strongest link to the strategic goals of the organization, customer satisfaction and economic contributions. Performance generally affects productivity and profitability. Good performance connotes improved productivity; likewise bad performance begets poor productivity. The above premise leads to the conclusions that when managing the performance of teams and individuals both inputs (behaviour) and outputs (results) need to be considered. Researchers have used financial and non-financial metrics to measure organizational performance. The financial measures include profit, sales and market share. Non-financial measures include productivity, quality, efficiency, the attitudinal and behavioural measures such as commitment, intention to quit and satisfaction (Boselie, Dietz & Boon, 2005).

### **Theoretical framework**

The theoretical framework of study is anchored on human capital.

**Human capital theory:** Human capital is the recognition of people in organizations and businesses. According to human capital approach any expenditure in training, development, health, etc. of employee could be considered as an investment. This is because skills, experience and knowledge have economic value to the organizations, hence, they enable organization to be productive and adaptable. Like other assets, human capital has value in the market place but unlike other assets, the potential value of human capital can be fully realized only with the cooperation of the people (Flamhotz & Lacey, 2001).

### **Empirical literature**

Empirical evidence on human resource management and corporate goal. A study by Cho, Woods, Jang and Erdem (2006), in which they measured the impact of HRM practices on hospitality firms' performances using 12 HRM practices and organizational performance measured by turnover rates for managerial and non – managerial employees, labour productivity and return on assets, it was discovered that HRM practices had significant effects on turnover rate of non – managerial employees. That those companies implementing HRM practices such as labour – management participation programmes, incentive plans, and pre – employment tests were more likely to experience lower turnover rates for non – managerial employees than companies that did not implement such HRM practices.

Atteyas (2012) adopted an integrative approach to test the impact of HRM practices on job satisfaction, organizational commitment, organizational citizenship behavior, quitting intention and negative words of mouth (NWOM) as they affect job performance. It was found that the HRM practices had a significant impact on job performance. That the more fair and objective HRM practices were the higher job satisfaction, organizational commitment and organizational citizenship behavior; the lower the quitting intention and negative words of mouth. If supervisors were satisfied with their jobs, they were willing to exert more efforts for the welfare of the organization, believe in the values of the company, will demonstrate voluntary helping behavior, sportsmanship behavior, civic virtue, individual initiative, organizational loyalty, and self-development and consequently, higher job performance. He concluded that HRM practices had significant effects on job performance and that job satisfaction, organizational commitment, organizational citizenship behavior, quitting intention and negative words of mouth exerted significant moderating roles on job performance.

Jeet and Sayeeduzzafar (2014) examined HRM practices and their impact on employees' job satisfaction at the senior, middle and lower levels in private sector banks in India, and found out that the HRM practices like training, performance appraisal, teamwork, and compensation had

significant impact on employee job satisfaction; but that employee participation did not have a significant impact on job satisfaction of HDFC bank employees. Singh (2004) examines seven HR practices - selection system, job definition, training/development, performance appraisal, compensation, career planning, and employee involvement/ participation systems and found that each has impact on the firm specific outcome either positively or negatively depending on how they were deployed. In his explanation, Singh (2004) posits that rigorous, valid and sophisticated selection system helps identify the right candidate with the potential to perform and brings out the best in the candidate, creates high performance expectation and sends a message of importance of the people to the organization. Wright, Gardner, Moynihan and Allan (2005) have examined 45 self-contained businesses using of a large food service multinational company in the US and Canada, and observed a positive causal relationship between HRM policies and practices and employee performance. Stavrou and Brewster (2005) conducted another extensive study, covering 3,702 organisations from 15 EU member countries and concluded the link between strategic HRM bundles and employee performance is not myth but rather a work-in-progress.

## **MATERIAL AND METHODS**

The design employed in this study is survey research design. This research focused on human resources management and corporate goal attainment in Cross River State. The population of this study included the employees and management of the selected organization in Cross River State. The population of the study comprised permanent and contract staff of Niger Mills and Larfage firms. In this study, simple random sampling is a situation where the researcher gives all the members equal chance of selection. The total population of the study was two hundred and eighty-four (284) and the sample size determination using Taro Yamane technique was one hundred and sixty-six(166). Primary data was collected through the use of structured questionnaire respondents of the selected firms in Cross River State. The study employed Pearson Product Moment Correlation analysis technique to measure the relationship between variables tested in the study.

### **Test of hypotheses**

Hypothesis one:

H<sub>0</sub>: There is no significant relationship between staffing and goal attainment of selected firms

Independent variable: Staffing

Dependent variable: Goal attainment

Test statistic: Karl Pearson Product Moment Correlation Coefficient

The analysis showed a correlation coefficient of 0.856 indicating the existence of strong positive relationship between staffing and goal attainment of selected firms. The test was significant at 0.01 significant level, and led to the rejection of the null hypothesis which states that there is no significant relationship between staffing and goal attainment of selected firms. Consequently, the alternative hypothesis was accepted and conclusion reached that there is a significant relationship between staffing and goal attainment of selected firms

Hypothesis two:

H<sub>0</sub>: There is no significant relationship between reward and goal attainment of selected firms

Independent variable: reward

Dependent variable: Goal attainment

Test statistic: Karl Pearson Product Moment Correlation Coefficient

The analysis showed a correlation coefficient of 0.739 indicating the existence of strong positive relationship between reward and goal attainment of selected firms. The test was significant at 0.01 significant level, and led to the rejection of the null hypothesis which states that there is no

significant relationship between reward and goal attainment of selected firms. The alternative hypothesis was consequently accepted and conclusion reached that there is a significant relationship between reward and goal attainment of selected firms

Hypothesis three:

H<sub>0</sub>: There is no significant relationship between training and goal attainment of selected firms

Independent variable: training

Dependent variable: Goal attainment

Test statistic: Karl Pearson Product Moment Correlation Coefficient

The analysis showed the existence of strong positive relationship between training and goal attainment of selected firms, evidence in the correlation coefficient of 0.882 and significant at 0.01 significant level. This led to the rejection of the null hypothesis in favour of the alternative hypothesis which states that there is a significant relationship between training and goal attainment of selected firms. The conclusion was that training is related with goal attainment of selected firms

Hypothesis four

H<sub>0</sub>: There is no significant relationship between employee relations and goal attainment of selected firms

Independent variable: employee relations

Dependent variable: Goal attainment

Test statistic: Pearson's Product Moment Correlation Coefficient

The analysis showed the existence of strong positive relationship between employee relations and goal attainment of selected firms, evidence in the correlation coefficient of 0.809 and significant at 0.01 significant level. This led to the rejection of the null hypothesis in favour of the alternative hypothesis, which states that there is a significant relationship between employee relations and goal attainment of selected firms. The conclusion was that employee relations is related with goal attainment of selected firms. Based on the analysis of the data, the following hypotheses were revealed; in hypothesis one, it was revealed that staffing practice has a significant relationship with the goal attainment of the firms in Cross River State. Recruitment and selection in any organization is a serious business of the human resource managers. This is because the success of any organization or efficiency in service delivery depends on the quality of its workforce who is recruited into the organization through recruitment and selection exercise. In hypothesis two, it was revealed that reward has a significant relationship with the goal attainment of the hospitality firms in Cross River State. The finding is in line with the works of Armstrong (2006) who posits that reward affects business. It consist of procedures operated in order to maintain the system so as to ensure that it operate efficiently and flexibly. In hypothesis three, it was revealed that training has a significant relationship with goal attainment of the hospitality firm in Cross River State. Training is investing in people to enable them to perform well and empower them to make the best use of their natural abilities. Training is a process that develops and improves skills related to performance. For the attainment of organizational goal, training constitutes a subsystem in the most dynamic of all resources of any organization. Training implies preparation for an occupation or for specific skills. In hypothesis four, it was revealed that employee relations has a significant relationship with goal attainment of the hospitality industries in Cross River State. Employee relations offer enormous benefit to organization, first it provides employees information that fosters a better appreciation of management, policies, goals and objectives.

Based on the analysis, the following findings are stated;

1. Staffing practices have a significant relationship with goal attainment of the firms in Cross River State.
2. Reward has a significant relationship with goal attainment of the firms in Cross River State.
3. Training has a significant relationship with goal attainment of the firms in Cross River State.
4. Employee relations has a significant relationship with goal attainment of the firms in Cross River State.

### **Conclusion**

The study portrays human resources management and corporate goal attainment A study of selected firms in Cross River State. Human resources is the management of activities to attract, develop, motivate and maintain a high performance workforce within the organization. The study revealed that staffing practices, reward system, training, employee relations have positive relationship on corporate goal attainment. Human resources are proactive and focused on corporate level planning. Human resource comprises a set of practices and policies designed to maximize organizational integration, employee commitment, flexibility and quality of work. The practice of human resource management encompasses all aspects and characteristics of how people are employed and managed in an organization. Human resources management is a formal system for the management of people within the organization. Human resources activities also help to maintain ethical policies and behaviors within the organization. It is responsible for communicating organization's policies to all employees. It aims to increase the employee job satisfaction and self-actualization. These activities aim to develop and maintain a quality of work life that makes employees in the organization more desirable.

### **Recommendations**

The following recommendations are proffered:

1. Management of organizations should carefully recruit and select appropriate employees that are qualified so as foster effective corporate goal attainment.
2. Reward system should be implemented in order to maintain the system so as to ensure that it operates efficiently and flexibly.
3. For the attainment of organizational goal, management should be train employees in order to impact knowledge and help them acquire the skills necessary for them to perform their job satisfactorily.
4. Management should gain insights that will aid them in enhancing performance, and to address personal challenges the might impinge employees performance.

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