IMPORTANCE OF HRM IN PROMOTING EMPLOYEE PERFORMANCE

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ABSTRACT: Human resource management (hrm) plays a pivotal role in fostering employee performance within organizations. This paper examines the significance of hrm practices in optimizing the capabilities and productivity of employees. Effective hrm strategies encompass various functions such as recruitment, training, performance appraisal, and employee engagement, all aimed at aligning individual goals with organizational objectives.

Firstly, recruitment practices ensure the selection of qualified candidates who possess the requisite skills and competencies, thereby laying the foundation for optimal performance. Subsequently, training and development programs facilitate continuous learning and skill enhancement, enabling employees to adapt to evolving job roles and technological advancements.

Furthermore, performance appraisal systems provide valuable feedback mechanisms for employees, identifying strengths and areas for improvement while recognizing and rewarding achievements. This fosters a culture of accountability and motivation, driving employees to strive for excellence.

Moreover, employee engagement initiatives foster a sense of belonging and commitment among employees, leading to higher job satisfaction and retention rates. By creating a supportive work environment that values employee well-being and work-life balance, hrm contributes to overall organizational success.

In conclusion, the effective implementation of hrm practices is instrumental in maximizing employee performance, thereby enhancing organizational competitiveness and sustainability in today's dynamic business landscape. Recognizing the importance of hrm in promoting employee performance is essential for organizations seeking to achieve their strategic objectives and maintain a competitive edge in the marketplace.

INTRODUCTION

Human resources are considered the most valuable assets of any organization but very few organizations are able to fully harness its potential. While human resources refer to individuals who make up the workforce of an organization, human resources management is defined as a very critical and imperative function that operates within an organization. This function classified into recruitment, compensation, development related to the organization, safety, motivation of employee, benefit wellness, communication and training, performance management and all other activities that are associated with goal achievement of the organization (ayesh, 2012).

Neo (2007) defines human resource management as composed of policies, practices and system that influence employees' behavior, attitude and performance. Oladipo (2011) opines that having the right personnel at the right place and at the right time is utmost important to survival and success of any organization.

The human resource department is tasked with reviewing the organizations, hr practices and recommending policy changes, where necessary. As a part of review, academic qualifications of the staff were harmonized without further discrimination between degree holders and higher national diploma, certificate holder, training programs were organized for all categories of staff. Employee who lacked basic skills and qualifications could not be retained were laid off, whilst a rigorous recruitment process was instituted to attract skilled personnel for the various department.

Statement of the problem

Organizations are expected to motivate their workers in order to increase their performance so as to be profitable. Some organizations take workers for granted by not providing adequate training and compensations for hard work as human elements in the achievement of the organizational goals.

This has in some cases affected the productivities of workers and in turn the profitability of such organizations. The study therefore finds out how workers can be managed to enhance their productivity and at the same time increases the profitability of the organizations.

Purpose of the study

The broad purpose of this study is to examine the impact of hrm practices on employees' performance in organizations. Other purposes include:

i.   To find out how hrm can affect the employees productivity and performance
ii.   To find out the extent to which employees are being motivated in organizations
iii. Establish the extent to which performance would affect the implementation of various hrm practice
iv.   To know the status of hrm practice a views in an organization.

Significance of the study

This study will help to achieve effective human resources management and identify tools for developing the employees' performance with a view to effect workable programs for the organization.

Research questions

I.   What is the impact of hrm practices on employees' performance in organizations?
Ii.   How can hrm affect the employees' productivity and performance?
Iii. How are employees being motivated in organization?
Iv.   What is the extent to which performance would affect the implementation of various hrm practice?
V.   What is the status of hrm practices in organization?

Research hypothesis

Ho: there is no significant relationship between reward system and employees' performance in the achievement of organizational goals

LIMITATION TO THE STUDY

Insufficient fund which led to the researcher's not being able to cover a wider area needed for the research. Insufficient time to carry the study to a logical end due to one year time frame approved for the study.

RESEARCH METHODOLOGY

Introduction

This chapter outlines the methods and procedures employed by the researcher to carry out this research study. It includes the following: research design, population, sampling technique, sample size, instrument for data collection, procedure for data collection and method of data analysis.

Research design

This study made use of descriptive survey design for this research work. Some individuals were studied through the use of questionnaires to get appropriate information from such respondents and analyzing the data accordingly.

Population of the study

The researcher used all the secretaries working in private organizations in ogun state.

REVIEW OF LITERATURE

Research has indicated that service quality has been increasingly recognized as acritical factor in the success of any business (parasuraman et al., 1988) and the banking sector in this case is notexceptional. Service quality has been widely used to evaluate the performanceof banking services (cowling and newman, 1995). The banks understand thatcustomers will be loyal if they receive greater value than from competitors (dawes and swailes, 1999) and on the other hand, banks can earn high profitsif they are able to position themselves better than their competitors within aspecific market (davies et al., 1995). Therefore, banks need focus on servicequality as a core competitive strategy (chaoprasert and elsey, 2004).Moreover, banks all over the world offer similar kinds of services, and try to quickly match their competitors' innovations. It can be noted that customerscan perceive differences in the quality of service (chaoprasert and elsey, 2004). Moreover, customers evaluate banks' performance mainly on the basis of their personal contact and interaction (gronroos, 1990).

Defining service quality and its components in a form that is actionable in the workplace is an important endeavor that any business company cannot take lightly. Moreover, many scholars agree that service quality can be decomposed into two major dimensions (gronroos, 1984; lehtinen and lehtinen, 1982). The first is referred to by zeithaml et al. (1985) as "outcome quality" and the second by gronroos (1984) as "technical quality". However, the first dimension is concerned with what the service delivers and on the other hand; the second dimension is concerned with how the service is delivered: the process that the customer went through to get to the outcome of the service. The topic of measuring service quality has been studied extensively in

the past-

15 years. The study of mccleary and weaver (1982) indicated that good service is defined on the basis of identification of measurement behaviours that are important to customers. Zemke and albrecht (1985) suggested that service plays an important role in defining a restaurant's competitive strategies and identified systems and strategies for managing service. Both the service management and the marketing literatures suggest that there is strong theoretical underpinning among customer satisfaction, customer loyalty, and profitability (hollowell, 1996).

The study of newman and cowling (1996) reports that two britishbanks used the servqual model and this model improved quality of service, as well as both banks enjoying substantial increases in profit. Moreover, zeithaml (2000) also found evidence about the influences of service quality on profits and heskett et al. (1997) argued that a "direct and strong" relationship exists among service quality, customer satisfaction and profitability.vimi and mohd (2008) undertook a study of the determinants of performance in the indian retail banking industry based on perception of customer satisfaction. The finding of the study reinforces that customer satisfaction is linked with performance of the banks. Berry (1980) along with booms and bitner (1981) argue that, due to intangible nature of services, customer use elements associated with the physical environment when evaluating service quality. Levitt (1981) proposes that customers use appearances to make judgements about realities. Hostage (1975) believes that a service firm's contact personnel comprise the major determinants of service quality, while lewis and booms (1983) propose that service quality resides in the ability of the service firm to satisfy its customer needs i.e. Customer satisfaction. Fisk et al., (1993) in tracking the extensive literature on service quality, stated that "the single most researched area in services marketing to date is service quality. The interest in service quality parallels the focus on quality, total quality management, and satisfaction in business" (fisk et al., 1993, p.77).this concept has attracted a lot of interest and further triggered a series of debates, especially in the area of marketing research literature due to the difficulties both in defining and measuring it, and further, with no overall consensus emerging on either (wisniewski, 2001a; 2001b).

Research on services and services marketing has grown considerably (bateson, 1995; henkoff, 1994; koepp, 1987). Academics and practitioners have demonstrated interest in issues that surround the measurement of service quality and the conceptualization of the relationship between service quality and consumer satisfaction (fisk et al., 1993). Bateson (1995) states that quality is generally conceptualized as an attitude, the customer's comprehensive evaluation of the service offered. It is built up from a series of evaluated experiences and hence is less fluctuating than attitudes built from the emotions of satisfaction.

To be globally competitive and successful, indian organizations will have to practice international business strategies as well as international human resource strategies because ultimately it is the human resource that provide competitive edge that is difficult to imitate. Human aspect of management can contribute substantially to better employee relations and higher productivity, says a. V. Ramana rao in his article "higher productivity through better hrm" (indian management, may, 1999). He feels that human being is wanting in nature and human demands are infinite, so an organization needs to analyse properly which needs of its employees are to be carefully considered and fulfilled. Organization can ensure its current and continuing profitability by taking care of its people. Mr. R. K. Rao in his article" management by values" (personnel

today, vol. Xx, no.3, oct-dec; 1999) has mentioned about the importance of ethics in an organization and management. According to him an organization that follows a set of guiding beliefs and communicates those ethical values to its employees to follow them and thus institutionalize as a culture, can win and sustain loyalty of the customers for longer period of time. Also, such organizational culture has a positive impact on the performance of its employees. True cost of employee turnover has long been underappreciated and underestimated by human resource managers and all stakeholders entangled in the issue (mohanty, 2009). Internal marketing concept in organization has long been viewed by several researchers. Garvin (1988) and zemke (1989) examined internal service quality from different perspectives; they shared a fundamental underlying belief that the organizations attempting to deliver service quality to their external customers must do so by serving the needs of their internal customers first.

M. Sareen and sarika tomar in their article, "sustainable competitive advantage gaining through strategic hrm" (2000), opine that until two decade ago the contribution of human resource management was considered peripheral to the organization's growth and development they further mention that in recent years there has been a shift in thinking-it is the human resource that is the critical factor in the success of one organization from the other.hr is the key to competitive advantage. Better hr practices offer the organization a chance to gain sustained competitive advantage. To cope up with the shift in the external environment successfully, business organizations require a further shift in the operations of the human resource department and in the attitudes of the management.

DATA PRESENTATION AND ANALYSIS

4.0   AGE

| AGE	Count of AGE
15-18	9
19-22	21
23-26	14
27-30 Above	6
TOTAL	50

Count of AGE
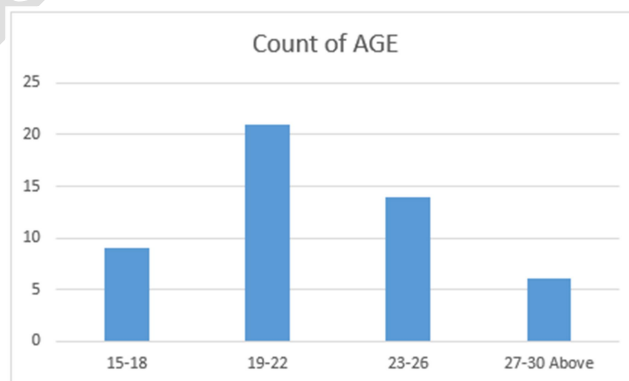
Interpretation

- Age group 15-18: there are 9 individuals in this age range.

- Age group 19-22: there are 21 individuals in this age range.

- Age group 23-26: there are 14 individuals in this age range.

- Age group 27 and above: there are 6 individuals in this age range (assuming "27-30 above" includes individuals aged 27 and older).

- The total count of individuals in all age groups combined is 50.

GENDER

| GENDER	Count of GENDER
Female	28
Male	22
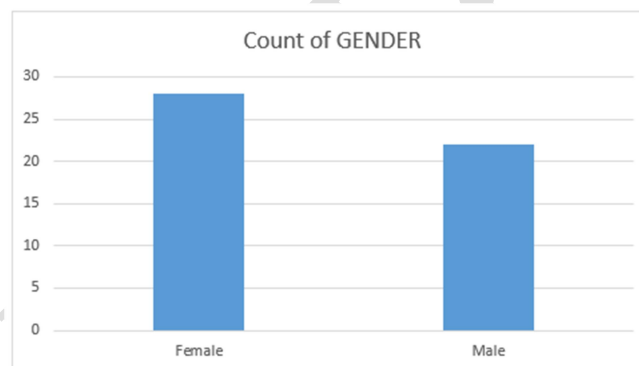
Interpretation

In this data was collected from a specific sample or population, it suggests that females are slightly more represented in the sample compared to males. In this case, out of 50 individuals, 28 are female and 22 are male.

DESIGNATION

| DESIGNATION	Count of DESIGNATION
Attic	1
Employee	1
Employee	1
Job	24
Job	1
Software employee	1
Student	7
Student	13
Waresiguda	1

Count of DESIGNATION
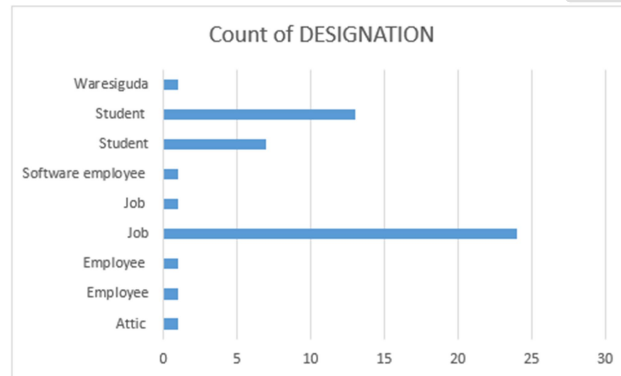
Interpretations

- "not satisfied": this category likely includes employees who are dissatisfied with their current situation or experience within the organization. There are 2 employees falling into this category.
- "satisfactory": this category represents employees who are content or moderately satisfied with their current situation. There are 11 employees within this group.
- "to some extent": this category suggests a level of satisfaction that falls between satisfactory and very satisfied. There are 10 employees in this category.
- "to great extent": this category likely includes employees who are highly satisfied or extremely content with their current situation or experience within the organization. This is the largest group with 27 employees.

1. To what extent are you comfortable with the benefits that are aimed towards your self-improvement?

LEVELS	NO. OF EMPLOYEES
Not satisfied	2
Satisfactory	11
To great extent	27
To some extent	10

Count of 1. To what extent are you comfortable with the benefits that are aimed towards your self improvement?
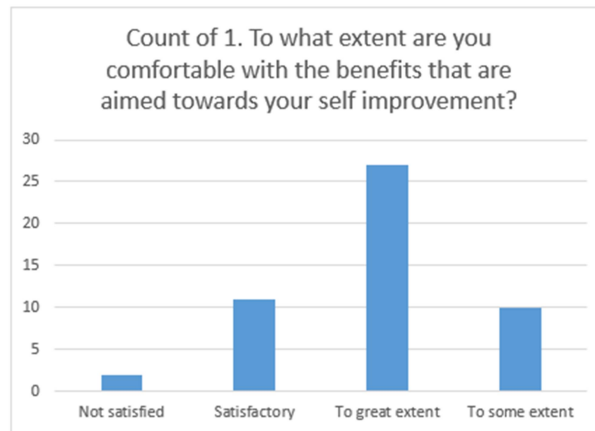
Based on the data you've given, it seems that the majority of employees (27 out of 50) are comfortable with the benefits aimed towards self-improvement to a great extent. This suggests that the provided benefits are generally well-received and perceived as valuable by a significant portion of the workforce. Additionally, 10 employees feel that the benefits are to some extent satisfactory, indicating a moderate level of satisfaction.

However, it's worth noting that there are 2 employees who are not satisfied with the benefits aimed towards self-improvement. It might be beneficial for the organization to further investigate the reasons behind their dissatisfaction and consider potential improvements to address their concerns.

FINDINGS, SUGGESTIONS, AND CONCLUSION

FINDINGS:

Age distribution: the data shows a distribution of employees across different age groups, with the majority falling in the 19-22 age range.

Gender representation: female employees slightly outnumber male employees in the sample.

Designation: the majority of respondents fall under the "job" designation, with various other designations represented to a lesser extent.

Comfort with self-improvement benefits: a significant portion of employees are comfortable with benefits aimed towards self-improvement, though there are some who express dissatisfaction.

Perception of compensation justification: opinions on the adequacy of compensation are evenly distributed among the surveyed employees.

Work balance satisfaction: most respondents find the balance of work either satisfactory or to some extent, though a small portion are not satisfied.

Satisfaction with provided benefits: a majority of respondents either express dissatisfaction or uncertainty regarding whether the benefits provided suit their needs.

Perception of growth and security opportunities: a significant portion of respondents disagree or strongly disagree with the notion that the organization provides growth and security opportunities.

Work schedule preferences: employees have varying preferences regarding their work schedule, with day shift being the most common.

Utilization of skills and abilities: a majority of employees agree or strongly agree that their job allows them to use their skills and abilities.

Participation in decision-making: most employees sometimes participate in decision-making processes that affect them, though there are variations in the frequency of participation.

Work preference (team vs. Individual): a significant portion of employees prefer working individually or on their own rather than as part of a team.

SUGGESTIONS:

Address dissatisfaction with benefits: investigate the reasons behind dissatisfaction with provided benefits and consider adjusting them to better suit employees' needs.

Clarify promotion policies: provide clearer communication regarding promotion policies to align employee perceptions with organizational objectives.

Enhance training opportunities: address gaps in training opportunities to ensure all employees have access to sufficient skill development resources.

Improve communication channels: enhance communication channels to address concerns regarding communication effectiveness within the organization.

Promote work-life balance initiatives: implement initiatives to support employees in achieving a better work-life balance, considering the prevalence of work-related stress.

Strengthen career growth opportunities: provide more opportunities for career growth and advancement to address dissatisfaction and promote employee retention.

CONCLUSION:

The data provides valuable insights into various aspects of employee experiences within the organization. While there are areas of strength, such as positive perceptions of collaboration and teamwork, there are also areas for improvement, including addressing dissatisfaction with benefits and promoting clearer communication. By addressing these areas and implementing suggested strategies, the organization can work towards enhancing employee satisfaction, engagement, and overall organizational effectiveness. Regular assessments and feedback mechanisms can help ensure ongoing improvements to meet the evolving needs and expectations of employees.

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