

HUMAN RESOURCE MANAGEMENT ACTIVITIES AND ORGANIZATIONAL PRODUCTIVITY

EBELOGU, Ubadinma Kaizer

Department of Entrepreneurship,

School of Secondary Education (Business)

Federal College Of Education (Tech.) Omoku Rivers State, Nigeria.

Corresponding Email : ubadinmaebelogu@gmail.com

Abstract

Human resource management practices centres on the utilization proven practices and philosophies to motivate as well as retain employees contributing to the effective functioning and survival of the organization. To this end, researches establishing the link between human resource management practices and organizational productivity are desirable of every management experts. This study centres on the relationship between human resource management practices and the productivity of the Colleges as organizations. This is based on the fact that the impact of appropriate range of human resource policies and processes developed and implemented effectively on organizational productivity cannot overlooked in the affairs of Colleges as the citadel of developing human capital. The study is based on extensive review of existing literature. It was discovered from the reviews that when organizations such as Colleges ensure proper management of human resources as part of their corporate strategies, human resources management will remain a proactive strategy impacting on creativity and sustainable exploitation of areas of competitive advantage with spill over effect on overall productivity. In view of the discovery, it was recommended that competent employees with required skills should be recruited and that organizations such as Colleges should be organized in such a way and manner that ensures periodic training and development would be established and sustained by the human resource managers.

Keywords: Compensation, Motivation, Productivity, Recruitment, Selection

Introduction

Human resource management is an integral part of any organization; it is usually the backbone of most performing organization. One would be tempted to say that organization efficient productivity may be hinder without human resource management. Therefore, Human resource management is essential and sacrosanct to the organization. The role played by HRM cannot be overemphasized, it is obvious that HRM recruits and select competent workers with required skills and qualifications. They also engage workers in routine and periodic training and development, other practices of HRM includes promotion and compensation as well as motivating the workforce of the organization. When workers are motivated as at when due, productivity is usually on the increase. Khan (2010) noted that HR occupies a strategic position in the organization and as such it is the live wire of the organization. It implies that HRM have a close relationship with the workers. It is imperative to note that HRM is a channel that interfaces with workers often than any other unit in the organization. This singular privilege enables the HRM to interact with workers on regular basis. HRM as the name implies are professionals trained to encourage the workers discharged their duties appropriately in other to actualize the organizational goals and objectives. Orupabo (2020) highlighted that a good human resource management practice is meant to assist an organization to discover talents that encourages productivity and effectively maximize new opportunities that enhances quality service delivery. The global economy is experiencing rapid and dynamic changes, with strong competitive market from nearly every micro and macro factors, as a result of globalization. This, therefore, calls for a flexible response from organizations by concentrating energy towards ensuring quality productivity. The attainment of quality higher productivity in any organization can be ensured through the use of distinct human resource management practices that can shape the core competencies required by personnel. In every organization, the place of human resources is fundamentally inevitable especially in the realization of goals, the need to identify and address goals such as knowing the number and the kind of persons required for employment in an organization is consistently on the increase and thus requires planning which is a visible practice done by Human resource management (Ile &Nwuche, 2020).

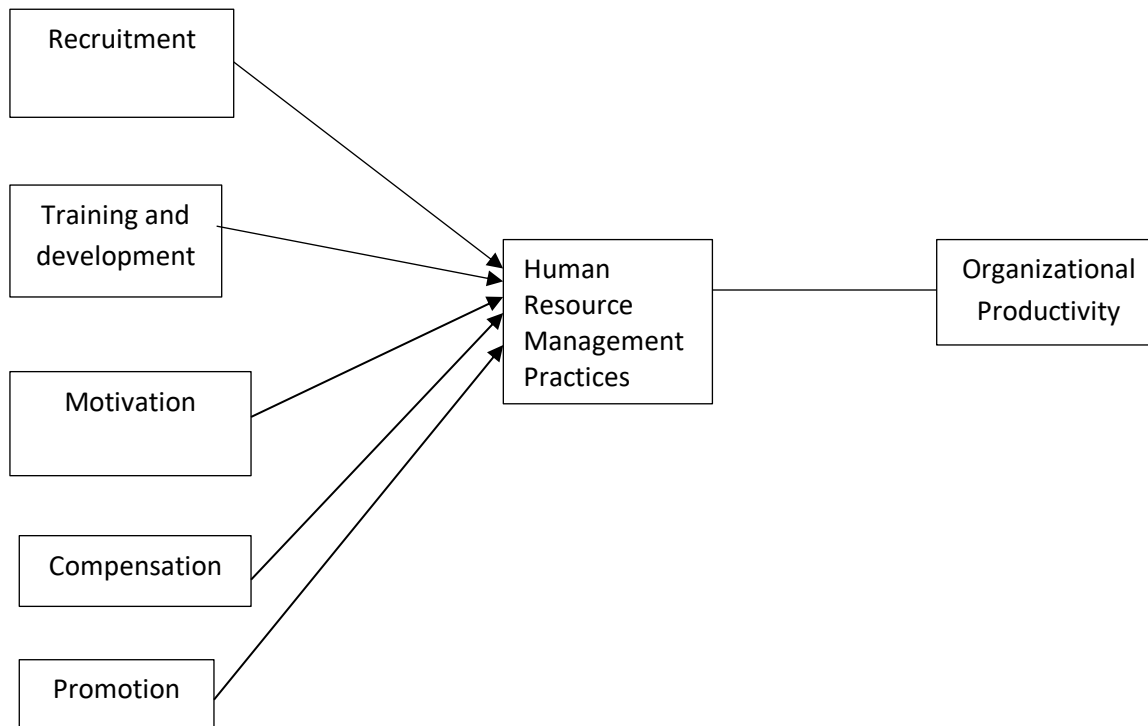
Human resource management when properly designed has dual functions of assisting organizations meet their employees' needs while promoting the attainment of organizational goals. HRM requires thinking ahead, and planning ways for an organization to better meet the needs of its employees, and for the employees to better meet the needs of the organization. Organizations that work hard to meet the needs of the employees can cultivate a work atmosphere conducive to productivity and growth, and Human resource is the best way to achieve that dream of the organization. Sadly enough, some of the organizations in the Nigerian public sector have little or no regard for its workers. No wonder such affected HRM hardly motivate their workers, even when such workers had put in their best to achieve high productivity in the organization. Also, recruitment and selection of competent workers, inadequate compensation as well as inadequate training and development of the employees are major challenges confronting the Human resource managers in the organization.

Consequently, majority of organizations are yet to catch up with the role of HRM as regards to higher productivity in their organizations. This situation can be linked to the non-existence of HRM professionals who can help such organizations to design appropriate HRM policies and practices. This is because researches have established significantly positive relationship between leaving organizational policies in the hand of line managers and board of directors who are non-HRM experts to implement policies and practices organizations and poor productivity. The value of properly managing human resources is lost in such organization.

Cite this article as

Ebelogu, U. K. (2021). Human resource management activities and organizational productivity
THE COLLOQUIUM,9(1), 153 -165

Conceptual Framework



Purpose of the Study

The study is designed to examine the relationship between human resource management practices and productivity in organizations. Basically, the objectives are;

- i. To identify the impact of recruitment and selection on organizational productivity.
- ii. To identify the impact of training and development on organizational productivity.
- iii. To identify the impact of compensation of employees on organizational productivity.
- iv. To identify the impact of motivation on organizational productivity.
- v. To identify the impact of promotion on organizational productivity.

Scope of the Study

The content scope of this study is on Human Resource Management Practices and Organizational Productivity.

Significance of the Study

The importance of this study will include the following

- I. The research will add to the existing literature on Human resource management practices and organizational productivity.
- II. The research will encourage on additional study in the studied area.

Cite this article as

Ebelogu, U. K. (2021). Human resource management activities and organizational productivity
THE COLLOQUIUM,9(1), 153 -165

III. The research will supply organizations a holistic approach on the extent to which training and development, recruitment and selection, promotion and compensation of employees as well as motivation support productivity in the organization.

Conceptual review

Concept of Human Resource Management practice

Scholars over the years have defined HRM and its practices in various ways. The concept of human resource management was first defined by Bakke (1966) who is of the opinion that the general activity in any function of management is to use resources effectively for organizational objective. The function which is related to the understanding, maintenance, development, effective employment and integration of the potential in the resource of “people” shall simply be called the human resource function. More so, HRM emerged fully when the Michigan “matching model” and what (Boxall, 1992) called the Harvard framework developed. HRM practice concept discussed so far shows the need for HRM to go beyond just recruitment and compensation to issues bothering on demands for more comprehensive and strategic perspective to an organization’s human resources. The matching model of HRM held that HR systems and the organization’s structure should be managed in a way that is harmonious with organizational strategy and further explained that there is a human resource cycle that consists of a form of generic processes or functions that are performed in all organizations, selection, appraisal, rewards and development. The Harvard framework is based on their belief that the problems of historical personnel can only be solved when general managers develop a viewpoint of how they wish to see employees involved in and developed by the enterprise and of how HRM policies and practices may achieve set goals. Without either a central philosopher or strategic vision which can be provided only by general managers HRM is likely to remain a set of independent activities, each guided by its own practice tradition. This calls for the need to have a long-term perspective in managing people and consideration of people as potential assets rather than merely variable costs. Armstrong (1987) puts it that some personnel managers regard human resource management as just a set of initial or old wine in new bottle, however it is indeed more and no less than the virtue of treating people fairly as a key resource, the management of which is the direct concern of top managers handling the strategic planning processes of an enterprise. Although, there is nothing new in the idea, insufficient attention has been paid to it in many organizations.

Okere (2013) opines that HRM has to do with the recruiting, developing, appraising and compensating employees and of attending to their labour relation issues such as welfare, health and safety, and fair treatment concerns. It is concerned with the planning, organizing, directing and controlling of procurement, development, compensation, integration of people for the purpose of contributing to organizational, individual and social goals. The term HRM is a strategic, integrated and coherent approach to the employment, development and well-being of working in organizations. Boxall et al (2007) view HRM as the management of work and people towards desired ends. Som (2008) equally describe HRM as carefully designed combinations of such practices geared towards improving organizational effectiveness and hence better productivity outcomes. HRM is the mechanism that ensures the development of employees’ potentials to enable them gets maximum job satisfaction so they can give their best efforts to the organization. Flippo (1976) observed that HRM as an aspect of management focuses on engaging people to accomplish workplace tasks and is interested with their interaction with the internal and external forces relating to the enterprise. Consequently, since there is no sphere of work where human resources are not required to accomplish goals, HRM cut across all industries and commercial ventures. Storey (1995) defined HRM as a distinctive advantage through the strategic development of highly committed and capable workforce, using an integrated array of cultural, structural and personnel technique.

According to Tan and Nasurdin (2012), HRM practices in organizations are capable of attracting, increasing, motivating, and keeping the best personnel that would drive the accomplishment and the survival of business and its members. However, HRM practices can be as well conceptualized as aset of internally

Cite this article as

Ebelogu, U. K. (2021). Human resource management activities and organizational productivity
THE COLLOQUIUM,9(1), 153 -165

consistent policies and practices designed and implemented to ensure firm's human resources contribute to their capital (knowledge, skills and experiences) towards the achievement of predetermined business objectives. The authors maintain that HRM practices is asset of practices used by organization to manage human resources through facilitating their development of competencies that are firm's specific, produce complex social relation and generate organization knowledge to sustain competitive advantage. In view of the above, it is important to take note that HRM practices relate to specific practices, formal policies, and philosophies that are designed to attract, develop, motivate, and retain employees who ensure the effective functioning and survival of the organization.

Recruitment and selection

Recruitment which is a process of generating a pool of capable people to apply for employment to an organization and selection which is the process by which managers and others use specific instruments to choose from a pool of applicants a person or persons more likely to succeed in the jobs given management goals and legal requirements (Bratton &Gold, 2007). Recruitment and selection can play a pivotal role in shaping an organization's effectiveness and performance, if organizations are able to acquire workers who already possess relevant knowledge, skills and aptitudes and are also able to make an accurate prediction regarding their future abilities. Improvement in productivity is not only a result of well functioning system but also depends on effective human resource strategies that succeed in recruiting and maintaining a committed and motivated workforce (Al-Ahmadi, 2009). Recruitment and selection has become ever more important as organizations increasingly regard their workforce as a source of competitive advantage. It is often claimed that selection of workers occurs not just to replace departing employees or add to the number but rather aims to put in place workers who can perform at a higher level and demonstrate commitment (Ballantyne, 2009). This function of HR is presented as a planned rational activity made up of certain sequentially linked phases within a process of employee resourcing, which itself may be located within a wider HR management strategy.

Training and Human Capacity Development

Training and human capacity development is formally defined as an attempt to improve the capabilities of current or future employee. Doing this, will increase an employee's ability to perform required tasks for which the training was given, simply put human capacity development is aimed at changing the employee's attitude or increasing his or her skills and knowledge. It will be realised that while training focuses on the processes of imparting specific skills, on the other hand human capacity development concentrates on the learning opportunities designed to help employees grow. Armstrong (2001) opine that training is the formal way of systematically modifying behaviour through learning which occurs as a result of education, instruction, development and planned experience.

Training has the distinct role in the achievement of an organizational goal by incorporating the interests of organization and the workforce (Stone, 2002). For training to have a better effect on productivity, its design and delivery should be well executed. Training remains vital to enhancing employee productivity, the organizational commitment or "the relative strength of an individual's identification and involvement in a particular organization" (Pool & Pool, 2007) depends on effective training and development programmes. For these authors, organizations demonstrating keen insight make provisions for satisfying the training needs of their current workforce. Cheng and Ho (2001) indicate that adequate training produces remarkable improvements in employee communication and proficiency with spill over effect on increased productivity as well as driving the retention time of the employee by employer. Moreover, when training programmes are targeted at enhancing collaboration between employees, it builds on the communication skills within co-workers, and significantly increases profit as well as a greater number of reported positive working relationships that are formed. Also, training and education of workers have been shown to have a significant positive effect on job involvement, job satisfaction, and organizational commitment (Karia & Asaari, 2006).

Cite this article as

Ebelogu, U. K. (2021). Human resource management activities and organizational productivity
THE COLLOQUIUM,9(1), 153 -165

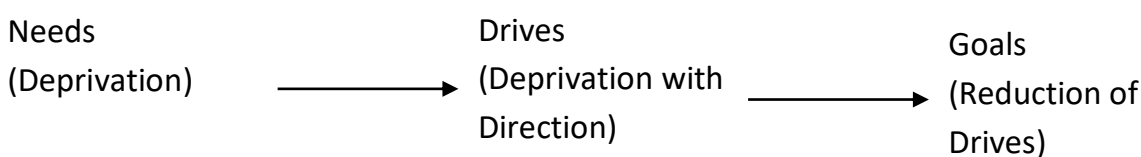
Moreover, low productivity reviews due to inadequate job training can produce employee dissatisfaction and conflict.

Motivation

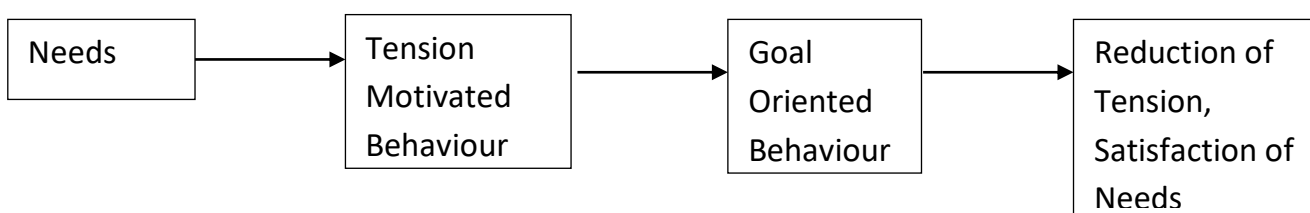
An integral aspect of personnel management has been indentified to be providing motivation which is said to determine to a large extent the productivity of workers. It is a general belief that “a happy worker is a production employee” and that what is good for the organization is also good for the worker (Nwideeduh, 2004). Hence, one of the greatest challenges facing HR managers and other administrators centres on how to motivate workers to meet or surpass predetermined standard during the performance of assigned tasks. Motivation is not a kind of behaviour, but something that influences behaviour. It is said to be that inner force that activates or moves an individual towards a particular goal. Employee’s behaviour can be induced or compelled and maintained through exposure to motivation. Robert-Okah, (2014) opine that motivation is the inner force that ignites, propels, pokes or energizes, directs and sustains behaviour towards goal achievement. On the contrary, lack of motivation is manifested in employee’s lack of interest in discharging a specific task due to no goal to attain. The author maintains that motivation can either be positive or negative. Positive motivation can be referred to as ‘anxiety-reducing motivation’ or the carrot approach offers something valuable to the worker being motivated. For instance, wage increment, regularization as permanent staff, reward for outstanding performance, prospects bonus among others. In another development, motivation is referred to stick approach when it uses threat or punishment. For instance, threat of being sacked or fired, demotion due to inability to perform a specific task assigned.

Motivation could be intrinsic/ extrinsic motivation. Intrinsic motivation can be driven by the satisfaction one derives in doing the job that needs to be done without any external influence. The nature of the job provides rewards. Therefore, intrinsic motivation is natural wherein the employee is not compelled to work. Extrinsic motivation is triggered by forces outside the employee being motivated; it can take the form of using external rewards such as increased wages, promotion and rewards/ praises to enhance better performance on the part of the employees. The concept of motivation process can graphically be represented as showed below:

Figure 1: Motivation Process



Tension naturally is created in the individual due to unmet needs and the resultant can be seen in the certain moves made in order to achieve the desired objectives which reduce tension.



Cite this article as

Ebelogu, U. K. (2021). Human resource management activities and organizational productivity *THE COLLOQUIUM*,9(1), 153 -165

Osuka (2002) posited that once there is a need for something, tension is created which energizes, pushes or directs one towards a goal. Having realized this goal, tension is reduced, and this condition is called temporary situation. The process is called the motivation cycle.

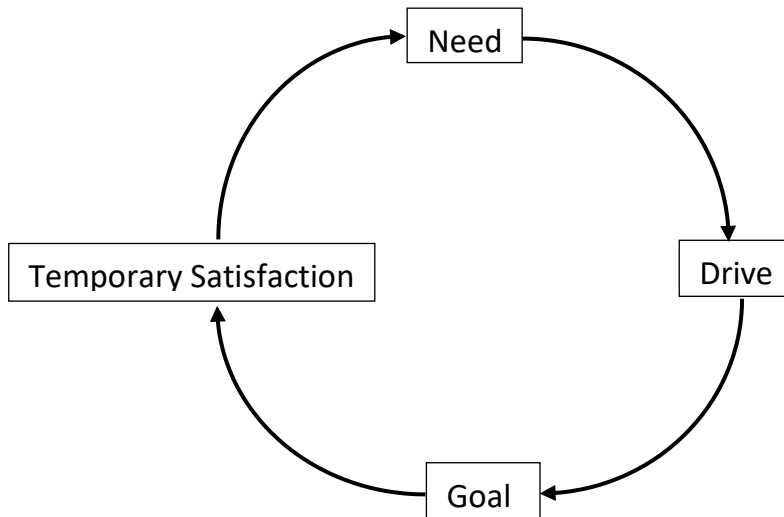


Figure 2: The motivation cycle

It is imperative to note that motivated individuals put in more efforts to sustain a pace of work and exhibit self-directed behaviour toward important goals.

Compensation

Compensation relates to anything given for the energy exerted in performing task, it can be inform of salary, wages and remuneration. Employee’s level of job satisfaction can be guaranteed through A good compensation package is very important for maintaining the employee’s satisfactory level and compensation is nothing but sum total of remuneration and paid for the physical labour and efforts. The HRM and the employer should determine benefitting salary and wages for the worker who works in the organization. They can also develop and introduce different kinds of profitable compensation plan which drives sense of appreciation to profession and professionalism displayed at work. The increment system is different from one organization to the other organization or person to person. It is ideal that each organization develop compensation and reward system culture for its employees based on identified peculiarity of work. The reward system should outline an equitable process for employees to be compensated. A well-structured programme with a good balance of wages, benefits and rewards will support an organization to remain competitive in today’s labour market and ensure sustainability in the future. Employee compensation refers to the benefits (cash and vacation among others that an employee receives in exchange for the service they provide to their employer).

Employee compensation is generally one of the largest cost or expenses for any organization. A good compensation package motivates qualified employee to stay with an organization and make concerted efforts to increase productivity. Thus, it means that there is motivational effect when equitable compensation is ensured. Consequently, it is better to structure compensation in such a manner where employees who perform better are paid more than the average performing ones in order to enhance organizational productivity (Hewitt, 2009). The growing recognition and consensus that compensation promotes productivity is consistent with the early work of Drucker (1956) that states happy workers are productive workers.

Cite this article as

Ebelogu, U. K. (2021). Human resource management activities and organizational productivity
THE COLLOQUIUM,9(1), 153 -165

Promotion

An important aspect of every employee's career life is promotion as at when due and this can affect other facets of the work experience. Promotions drives employees' satisfaction especially because it comes with substantial wage increases and can have a significant impact on other job characteristics such as responsibilities and subsequent job attachment (Pergamit & Veum, 2009). Promotions can be used within a firm to reward highly productive employees, hence, create incentives for workers to put in greater efforts in discharging their job responsibilities. Promotion packages should be designed in such a manner that enables workers to place a high value on them. This is because except workers place high premium on promotion, they may not exert greater efforts in attaining workplace goals. This means that firms should not only simply use pay increases to reward effort and productivity but other compensation mechanism capable of stimulating performance need to be considered.

In referral to the foregoing discourse on all the possible dimensions by which promotions can affect employees' careers, it can be postulated that relatively little attention has been paid to the importance of promotions as a determinant of job satisfaction. While several studies have investigated the determinants of job satisfaction, relatively little attention has been paid to the role of promotions and promotion expectations. Tournament theory postulates that firms use the prospect of a promotion as an incentive for workers to exert greater effort. Estimating the effect of both promotions and promotion expectations on job satisfaction helps us to understand the importance of promotions as a mechanism for eliciting greater effort from workers.

Specifically, finding that promotions lead to greater job satisfaction, even after controlling for wages and wage increases, supports the notion that employees value the promotion in and of it. This gives firms a non-pecuniary tool for extracting effort and other positive behaviour from their workers. Accurate estimates of these effects provide an indication of how effective promotions might be in eliciting effort. Furthermore, promotion expectations can also play a powerful role. Workers who realize they are not going to win a promotion this time around may decrease work effort, unless they believe they are still in the hunt for a future promotion. This assertion from earlier findings is supported by the finding of Sajuyigbe et al (2013) when they reported that many people experience satisfaction when they believe that their prospects in an organization are good. This is due to the fact that such good prospects may translate into opportunities for advancement and growth within their workplace, or enhance the chance of job mobility. Sajuyigbe et al., (2013) further maintained that people who feel they have limited opportunities to advance in their line of career within an organization normally experienced declined job satisfaction. To address job dissatisfaction and promote accelerated job performance among employees, organization are therefore advised to design and implement fair promotion policy that provides employees with the opportunities for career advancement.

Theoretical issues

Expectancy theory

Victor Vroom Expectancy theory was propounded in 1946. He theorized that an employee is motivated when the following demands are met:

- I. Ensuring that employee's effort leads to a good performance appraisal
- II. A good appraisal will lead for organizational rewards
- III. The organizational rewards will satisfy his/her personal goals.

The focus of this theory is an understanding of an individual goals and the relationship between effort and performance, between performance and rewards. Also, the theory talks about rewards and individual goal satisfaction. When an employee has a high level of expectancy and the reward is attractive, motivation is usually high (Bawa, 2017).

Cite this article as

Ebelogu, U. K. (2021). Human resource management activities and organizational productivity
THE COLLOQUIUM,9(1), 153 -165

In essence, HRM in their effort to motivate workers must reinforce awareness that commitment to job responsibilities attracts certain expectations in form of rewards that are desirable (Dugguh, 2014).

Goal-setting theory

Edwin Locke an English philosopher propounded goal-setting theory in 1960s. He heralded that target to work toward a goal is usually stimulated by incentive. To him goal setting is a reminder to an employee of what to be done at a specific period. It is obvious that high level of performance can be triggered by a better understanding of the expected goal no matter how complicated it may be.

Human resource managers may set goals for their workers, or workers and human resource management can jointly set goals together. It is imperative to note that when workers engaged in goal setting, the probability of working towards it is usually high. In view of the above, no matter who sets the goal, it is obvious that feedback to workers' progress enables them to do better. In addition to feedback, these four factors listed below influence the goal performance relationship.

- I. The workers must be committed to the goal
- II. The workers must believe that they are able to perform the task.
- III. Jobs involved in achieving the goal should be easy, well-known and independent.

Be that as it may, the specific goals desirable to be attained must be clear and distinct from general ones as well, HRM should provide feedback on performance.

This theory is relevant to the present study because the employee is regarded as one who can reason and proffer solution to organizational problems. Also, the involvement of workers in policy/decision making promotes the probability of actualizing predetermined goals.

Relationship between human resource management and organizational productivity

The literatures reviewed so far gave an insight on how human resource managers create cordial relationship with the workers. This relationship leads to high productivity in the organization. Basically, it is obvious that when workers embark on regular training and development, new skills and experiences are learnt. These skills that are acquired are beneficial to both employees' and the organization. Again, motivation is seen as a driving force that propels workers to high productivity. It is obvious that employees' ought to be motivated and when that is done the resultant effect is profit maximization of the organization. Furthermore, it is evident that compensation of employees increases profit and efficiency. If compensation is given to the employee, higher productivity will be achieved. On the other hand, if the workers do not receive tangible and equitable compensation, the lower productivity may be the result (Emmanuel, 2013). However, the beginning of driving great productivity in an organization is ensuring that only competent employees are engaged through recruitment processes. This translates to the fact that appropriate selection of workforce gears towards increase in production but on the contrary, when recruitment is done on the basis of friendship and ethnic bias failure becomes the outcome of such organization.

Empirical Review

Employees' education and capacity development is an indispensable motivator in the workplace. In a study conducted by Aibieyi (2014) collected data from 100 non-staff university of Benin, Nigeria to test the impact of training and development on employee motivation. The study found a significant position relationship between training and development that trained staff were found to be more dedicated to duty compared to those who did not receive training and development also that training led to high productivity. In the study conducted by Ng (2010) cited in Singh et al., (2012) on expectation and priorities of young employees, the researcher reported that this category of employees rated opportunities for career advancement as the most desirable work-related attribute followed by good people to relate to and opportunities for good training and development. According to these researchers, surprisingly, pay benefits and job security were ranked in the

Cite this article as

Ebelogu, U. K. (2021). Human resource management activities and organizational productivity
THE COLLOQUIUM,9(1), 153 -165

middle behind career and advancement. In a study carried out using data collected in the United Kingdom, the finding also attests to the role of non-financial incentives in motivating employees to high productivity. In 2009 McKinsey quarterly survey of 1,047 executives, managers and workers from a variety of companies in United Kingdom (Vrancic, 2015) the respondents view three non-financial motivators; praise from immediate managers, leadership attention (the example. One-on-one conversations) and a chance to lead projects or task forces as no less or even rated high than financial incentives such as cash bonuses, increased base pay, and stock or stock options. In addition, it was also found that the survey's top three non-financial motivators play critical roles in making employees feel that their companies value, them take their well-being seriously and strive to create opportunities for career growth.

According to these researchers, these themes recur constantly in most studies on ways to motivate and engage employees. In a study conducted by Sajuyigbe et al., (2013) on the impact of reward on employee performance in selected manufacturing companies in Ibadan using data collected from 100 workers; it was concluded that regular payment, routine bonus, appreciation and praise were considerably related as higher drivers of organizational productivity, this to an extent revealed that when workers are adequately motivated, high performance is usually the resultant effect. Eneh and Awara (2016) conducted study on strategic human resource management practices and how it affects organizational growth. The study was based on theoretical perspective, hence used qualitative research approach in order to draw the connection between SHRM practices and organizational increase. The researchers reported that SHRM is an indispensable tool that organizations use to ensure the efficient utilization of their human resources and reduce wastages. It was recommended among others that very important in human resource management is the comprehension of the critical nature and utmost importance of the usefulness of all SHRM practices which includes training and development, planning, compensation, recruitment and engagement and encouraging value creation for the organization. Onwuka and Onwuchekwa (2018) conducted study on compensation management and organizational performance in selected pharmaceutical companies in Akwa, Anambra State. The study adopted primary data using self-administered instrument and the data was analysed using Pearson product correction. The data was presented using simple percentage. It was discovered that the policy of pay based on performance was the accepted compensation. More so, compensation policy encourages workers dedication in management and tough association in the organization. However, workers compensation includes the following: personnel security during illness, accidental insurance and pension scheme. Bawa (2017) conducted study on how employee motivation relates to productivity based on reviewed literature and implications for management practice. The major aim of the study was to appraise existing literature and analyse theories and empirical evidence on the association among motivation of workers and productivity in organizations. It was discovered that conducive place of work, attractive salary are forms of employee's motivation that encourage concerted efforts of employees to attain organizational goals of the company. Emmanuel (2013) conducted a descriptive survey designed in order to access the relationship between compensation and employee productivity, analysis of data was done using descriptive statistics. The study revealed that a strong association exists between compensation and productivity.

Conclusion

Based on the reviewed evidences from earlier literature, it can be concluded that human resource management practices affects organizational productivity in Nigerian public sector. It can also be concluded that when an enabling working environment is created for human resource managers and employees in an organization, the resultant effect is increase in production as well as actualization of set goals of the organization. In the light of the foregoing conclusions drawn, it can be concluded that human resource management practices have a significant relationship on the organizational productivity. The relationship is enhanced by the ways and manners with which employees are managed, given equitable

Cite this article as

Ebelogu, U. K. (2021). Human resource management activities and organizational productivity
THE COLLOQUIUM,9(1), 153 -165

compensation and motivation. Also, the productivity of the organisation can be enhanced through the recruitment and engagement process as well as through training and capacity development. It is imperative to note that when the above identified variables are managed adequately. The organization is expected to achieve its set goals.

Recommendations

The following recommendations are suggested for organizational productivity

- I. Competent workers should be recruited without bias or favouritism.
- II. Organizations should organize a systematic training and development for its employees.
- III. Suitable and meaningful compensation policy should be designed to encourage employee's commitment.
- IV. Employees should be motivated by ensuring that salaries are paid promptly and regularly.
- V. There should be mutual and cordial relationship between the human resource management and the workers, this to a large extent boast high performance.
- VI. Employees should be promoted as at when due, this will motivate them to discharge their duties efficiently and effectively.

References

- Abibieyi, S. (2014). Training and Essential Tool for Increasing Productivity in Organizations: University of Benin in Focus. *Current Research Journal of Social Sciences*, (3)6, 35-38
- Al- Ahmadi, H. (2009). Factors Affecting Performance of Hospital Nurses in Riyadh Region, Saudi Arabia. *International Journal of Health Care Quality Assurance*, 22(1), 40-54.
- Armstrong, M. (1987). Human Resource Management: A Case of the Emperor's New Clothes? *Personnel Management*, 19(8), 30-35.
- Armstrong, M. (2006). *Human Resource Management Practice: A guide to people management*. Kogan page publishers.
- Armstrong, M. (2009). *Armstrong's Handbook of Human Resource Management Practice*, (11th Ed.). Palgrave.
- Bawa, M. A. (2017). Employee Motivation and Productivity: A Review of Literature and Implications for Management Practice. *International journal of Economics, Commerce and management*, 5(12), 78-89.
- Boxall, P., Purcell, J., & Wright, P. (2007). Human resource management: Scope, analysis and significance. *The oxford handbook of human resource management*. Oxford University Press.
- Bratton, J. & Gold, J. (2007). *Human resource management: Theory and practice* (4thEd.). Palgrave.
- Cheng, E. W. L. & Ho, D. C .K. (2008). The Influence of Job and Career Attitudes on Learning Motivation and Transfer. *Career Development International*, 6, 20-27.

Cite this article as

Ebelogu, U. K. (2021). Human resource management activities and organizational productivity *THE COLLOQUIUM*,9(1), 153 -165

- Drucker, J., White, G., Hegewisch, A. & Mayne, L. (1996). Between Hard and Soft HRM: Human Resource Management in the Construction Industry. *Construction Management and Economics*, 14, 405-416.
- Dugguh, S. I. (2014). Using Motivation Theories to Enhance Productivity in Cement Manufacturing Companies in Nigeria: An Overview. *The International Journal of Social Sciences*, 20(1), 17-24.
- Emmanuel, E.Y. (2013). Relationship between Compensation and Employee Productivity. *Singaporean Journal of Business Economics and Management Studies*, 2(1), 110-114.
- Eneh, S. I. & Awara, N. F. (2016). Strategic Human Resource Management Practices and Organizational Growth: A Theoretical perspective. *Global Journal of Social Sciences*, 40 (15), 27-37.
- Flippo, F. B. (1976). *Personnel management*. McGraw-Hill
- Hewitt, A. (2009). Managing Performance with Incentive Pay. *Journal of Personnel Management*, 7(1), 20-31.
- Ile, K. C. G., & Nwuche, C. A. (2020). Advancing Human Resource Planning in Secondary Schools in Rivers State. *Journal of Education and Society*, 10(2), 316-329.
- Karia, N., & Asaari, M. H. A. H. (2006). “The Effects of Total Quality Management Practices on Employees” Work-Related Attitudes. *The TQM Magazine*, 18(1), 30-34.
- Khan, M. A. (2010). Effects of Human Resource Management Practices on Organizational Performance. An empirical study of oil and gas industry in Pakistan. *European Journal of Economics, Financial and Administrative Sciences*, 24(158), 1450-2275.
- Mayhew, R. (2019). Functions and Practices of Human Resource Management. <https://smallbusiness.chron.com/human-resource-plans/>
- Nwideehuh, S. B. (2004). Teacher Motivation, Job Satisfaction and Moral. In P. O. M. Nnabuo, N. C. Nabi, M. N., Ahmed, A.T. & Rahman, M.S. (2017). The Empirical Study on Human Relation Management Practices with Special Reference to Job Satisfaction and Employee Turnover at Investment Corporation of Bangladesh. *Human Resource Management Research*, 7(1), 54-64.
- Okere, L. (2013). *Human resource management*. Sambix publications.
- Okorie, O.C., Agabi, L., & Igwe, E. B. (n.d.) *Fundamentals of educational management*. Versatile publishers.
- Onwuka, E. M. & Onwuchekwa, F. (2018). Compensation Management and Organizational Performance: A Study of Selected Pharmaceutical Companies in Akwa, Anambra State. *Journal of Business and Management*, 20, (9), 36-47.
- Orupabo, F.T (2020). Managing Human Resource for Quality Educational Service Delivery in Educational Institutions in Rivers state. *Journal of Education and Society*, 10(2), 241-252.

Cite this article as

Ebelogu, U. K. (2021). Human resource management activities and organizational productivity
THE COLLOQUIUM,9(1), 153 -165

Osuka, E. (2002). Lecture Notes on Managerial Psychology; Institute of Technical and Science Education, Rivers State University of Science and Technology, Port-Harcourt.

Pool, S., & Pool, B. (2007). A Management Development Model. *Journal of Management Development*, 26, 353-362.

Robert-Okah, I. (2014). *Educational Management in Nigeria: A Functional approach*. Harey publications coy.

Sajuyigbe, A. S., Olawoye, B. O & Adeyemi, M. A. (2013). Impact of Reward on Employee Performance in Selected Manufacturing Companies in Ibadan, Oyo State, Nigeria. *International Journal of Arts and Commerce*, 2(2), 27-32.

Singh, P., Bhanarker, A., & Raj, C. (2012). *Millennials and the workplace: Challenges for Architecting the organizations of tomorrow*. Sage publications. <https://books.google.com.ng>.

Story, J. (1995). *Human Resource Management: A Critical Text*. Routledge.

Tan, C. L. & Nasurdin, A. M. (2012). Human Resource Management Practices and Organizational Innovation: Assessing Mediating Role of Knowledge Management Effectiveness. *Electronic Journal of Knowledge Management*, 9(2), 155-167.

Vrancic, I. (2015). And People? Why are Managers' Cars the most Important Asserts in every Organization? <https://technics.pub.com>

Vroom, V. H. (1964). *Work and Motivation*. John Wiley and sons.

Cite this article as

Ebelogu, U. K. (2021). Human resource management activities and organizational productivity
THE COLLOQUIUM,9(1), 153 -165