

Implementation of Strategic Human Resource Management Policies and Labour Turnover in Nigeria organizations: A Study of Emenite Company Ltd, Enugu State

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Abstract

In this study, Implementation of Strategic Human Resource Management Policies and Labour Turnover in Nigeria Organisations: A Study of Emenite Company Limited, Emene, Enugu State, the researcher's interest focused on finding the impact of some SHRM policies implementation on the rate of job turnover. Taro Yamene's formula was used to draw the sample of approximately 116 respondents from the population of 168 employees in the study institution. The primary data were collected through the instrument of questionnaire and observation. The secondary data were sourced from textbooks, journals, magazines, newspapers, libraries and the internet. Likert Scale formula and z-test statistics were adopted in the data analyses and hypotheses testing. The result of the study reveals that the identified HR policies well implemented and vigorously practised results in extremely low rate of turnover in organisations as evident in the hypotheses tests. On the other hand, the reverse becomes the case (high rate of labour turnover) when those policies were poorly implemented as employees will leave the services of the company in droves. The study recommends as panacea to high rate of labour turnover that: (1) management of human resource in any organization should be a strategic issue; (2) organizations should embrace joint ownership programmes to provide employees opportunity for sense of belonging and retention; (3) organization should maintain a standard compensation or remuneration package above the industry standard to keep their employees; (4) organization should maintain a coherent appraisal systems for promotion, recognition and reward for high performing employees; and (5) maintain unbiased functioning grievance procedures for disciplinary measures and avoid preferential treatment and god-fatherism.

Keywords: *Strategic Human Resource Management; Labour turnover; organizations*

I. INTRODUCTION

Strategic Human Resource Management evolved from the cradle through the concepts of Manpower Management (MM), Personnel Management (PM) and Human Resource Management (HRM). The “strategyness” of human resource management to business has been debated amply by scholars. Torrington (2005) argues that there is a strong lobby propounding the view that human resources are the source of competitive advantage to the business than, say, access to capital or technology, and if this was the case, then there was need to pay more attention to the nature of this resource and its management as this will impact on human resource behaviour and performance and consequently the performance of the organization.

By paying more attention to the subject of HR in business as suggested by Torrington, et al means that HRM has to be brought up to the position where strategic players will become concerned and involved in its policies, policy implementation and management, thus graduating HR into a strategic affair. Boxall and Steeneveld (1999) agree completely and argue that there is no need to prove the relationship between firm performance and labour management or human resource management as it is self-evident that the quality of

human resource management is a critical influence on the performance of the firm. Torrington (2005) concludes that it is, therefore, not surprising that the rhetoric of strategic human resource management has been readily adopted, especially as a strategic approach is considered to be one of the characteristics of Human Resource Management as opposed to personnel management, which is seen as operational.

Boxall and Purcell (2003) suggest that HR is strategic to business success. Cleland et al (2000) adopts the position of Boxall and Purcell and concludes that HR needs to be a strategic player and the role of business strategist will be a key role for HR specialist in the future. In line with this argument, it is evident that Human Resource Management is closely knitted with Strategic Human Resource Management to make distinction between the two scarcely possible and evident: the slim difference is in getting strategic managers to combine effort with the HR professional by getting involved in Human Resource policies, development and practices.

Armstrong (2004) defines Human Resource Management (HRM) as a strategic and coherent approach to the management of an organization's most valued assets: the people working there who individually and collectively contribute to the achievement of its objectives.

II. STATEMENT OF THE PROBLEM

Strategic Human Resource Management is all about the most complex resource of any organization – the workforce or employees (the people working therein). It does not matter how efficient and robust every other organizational resource is, if the individual differences and needs of the employees are not taken into consideration, the organization or business will be a flop. Armstrong (2005) notes that the management of people would be much easier if everyone were the same. Unfortunately, this is not the case. Human beings are distinguished in their ability, intelligence, personality, background and culture (the environment in which they were brought up). Another problem is that the needs and wants of individuals will also differ, often fundamentally, and this affects their motivation.

There is also the problem associated with people-management in organizations which has to do with the nature of motivational packages. Often managers erroneously believe that employees would put in their best to achieve the organizational goals so long as the organization abides with the written conditions of service, ignoring the psychological aspect of the employment contract. Ogbu (2023) observes that when an organisation engages an employee, two separate contract relationships are enacted: one legal and written; the other psychological and unwritten. Psychological contract is defined as *“the overall set of expectations held by an individual with respect to what he or she will contribute to the organisation and what the organisation will provide in return”* (Griffin, 2002). Organisational leaders that focus only on the legal contract of employment such as agreed monthly salary or wages as all that could get to the employees for their services is simply looking for trouble, which must surely come, and the outcome would be organisation failure (Ogbu, 2023).

There is also the problem of some managers' attitudes that discourage employees from putting in their best performance and which cause high rate of labour turnover in organizations which Lash (2006) refers to as emotional intelligence: the capacity of a manager, not only to recognize his or her own feelings but those of the others for the purpose of motivating himself and the rest of the workforce. Many managers lack this.

The problem on the ground, therefore, is that to the researcher's best of knowledge there is no known study on the Implementation of Strategic Human Resource Management Policies and Labour Turnover in Organizations. The only study known to the researcher that seems related to this is the one by Shaibu (2022) on the *Impact of Effective Human Resource Management on Organizational Performance* which pursued different objectives. It is in view of the discovered gaps in the said study that motivated the researcher to embark on the current research to close the gaps and proffer solution to the identified problems.

III. OBJECTIVES OF THE STUDY

The general objective of the study is to examine Implementation of Strategic Human Resource Management Policies and Labour Turnover in Organizations, using Emenite Company Limited, Emene, Enugu as the study institution. Specific objectives of the study are:

1. To ascertain SHRM policies, the implementation of which, encourages or enhances employee performance and retention.

2. To ascertain the outcome of wrongful implementation of SHRM policies and their impact on labour turnover and retention.

IV. RESEARCH QUESTIONS

The following research questions are posed to provide solution to the above stated objectives:

1. What are the Human Resource Management Policies that are practised in Emenite Company Limited, Emene, Enugu and to what extent do they contribute to the increased performance and retention of employees?
2. What are the likely outcomes of wrongful implementation of SHRM policies and the extent to which they impact on employees' retention and commitment to service in Emenite Company Limited, Enugu?

V. RESEARCH HYPOTHESES

This study posits the following null hypotheses to address the two research questions:

- H₀₁ **There is no significant evidence that implementation of concerned Strategic Human Resource Policies leads to increased employee productivity and retention in the study Institution.**
- H₀₂ **There is no significant evidence that the concerned outcomes of weak implementation of SHRM policies contribute to increased labour turnover in the study Institution.**

VI. REVIEW OF LITERATURE: CONCEPTUAL FRAMEWORK

1. Concept Definitions and Functions: The concepts of HRM and SHRM are scarcely distinguishable. Human Resource Management (HRM) is defined as a “strategic and coherent approach to the management of an organization’s most valued assets: the people working there who individually and collectively contribute to the achievement of its objectives” (Armstrong, 2005). Patterson (2023), in similar vein defines Human Resources Management as an integrated set of processes, practices, programs and systems in organization that focuses on the effective deployment and development of its employees which includes employing people, training them, compensating them, developing policies relating to them, and developing strategies to retain them. She uses the term HRM interchangeably SHRM. She does not see any difference between the two concepts. This is evident in her table of comparison between Personnel Management and Human Resource Management as shown below:

Table1: Examples of differences between Personnel Management and HRM

<i>Personnel Management Focus</i>	<i>Human Resource Management Focus</i>
<i>Administering of policies</i>	<i>Helping to design, implement and administer talent management policies</i>
<i>Stand-alone programs, such as training</i>	<i>HRM training programs that are integrated with company’s mission and values</i>
<i>Personnel department responsible for people administration</i>	<i>Partner with management in all areas of hiring and management of people</i>
<i>Creates a cost within an organization</i>	<i>Contributes to the profit objectives of the organization.</i>

Source: Adapted from Human Resources Management – 3rd ed, Fanshawe College, Pressbooks, p.17

A careful observation of the focus of Human Resource Management in the table reveals that they are also those of the Strategic Human Resource Management which Armstrong (2005) corroborates in his focus for Strategic Human Resource Management. It is noteworthy that Armstrong from the outset links human resource management with strategic human resource management. His definitions of the two concepts betray this fact. He defines Strategic Human Resource Management as an approach to making decisions on the intentions and plans of the organization concerning the employment relationship and its recruitment, training,

development, performance management, reward and employee relations strategies, policies and practices. His definition of HRM as a “*strategic and coherent approach*” is only saying the same thing in different ways. Boxall (1996) agrees and remarks, “the critical concerns of Human Resource Management such as choice of executive leadership and formation of positive patterns of labour relations, are strategic in any firm”.

Torrington, et al (2005), approached the definition of the human resource management from two directions—the *generic approach* and *distinctive approach*. From *generic approach*, they identified four objectives, namely, *staffing*, *performance*, *change-management* and *administrative* objectives. On the side of *distinctive approach* they distinguish between Personnel Management and Human Resource Management to the effect that ‘Personnel Management is *workforce-centred*; while ‘Human Resource Management’ is *resource-centred*. Guest (1987) emphasises the differences between the two approaches in his model as in the table below:

Table 2: Personnel vs HRM

<i>[Measuring variables]</i>	Personnel Management	Human Resource Management
Time and planning Perspective	Short term, reactive, ad-hoc, marginal	Long term, proactive, strategic, integrated.
Psychological contract	Compliance	Commitment
Employee relations perspective	Pluralist, collective, low trust	Unitarist, individual, high trust
Preferred structures/systems	Bureaucratic/mechanistic, centralized, formal defined roles	Organic, devolved, flexible roles
Evaluation criteria	Cost minimization	Maximum utilization (human asset accounting)

Source: Adapted from Human Resource Management, sixth edition, Prentice Hall, p.11.

3. Organisational Justice and Equitable Disciplinary Measures

It is earlier observed by Armstrong (2005) that the management of people would be much easier if everyone were the same. The underlining implication of the differences in organisational workforce is that there will be misunderstanding, grievances, dissatisfaction and divergence opinions over certain issues as a result of the fundamental characteristics of people such as *individual differences* as created by people’s abilities, intelligence, personality, background and culture, gender and race. For this reasons, Torrington, et al (2005) opine that the organization requires a framework of justice to surround the employment relationship so that managers and supervisors, as well as other employees, know where they stand when dissatisfaction, grievances and complaints develop. They opine that the first step in ensuring justice and fair play in addressing grievances in the workplace is to establish rules and regulations that should guide workforce behaviour. Such rules must be clear and readily understood such that the people will be able to honour them. They offer how employees will stick to the rules which are that they should be properly informed; inducted; trained; and if need be exchange placement (relocate) employees and also to review the rules periodically to ensures that they are up to date, and also ensure that their observance is a live issue.

In the final analysis, managers must be consistent in handling discipline and grievance issues. It is dangerous that employees come to see the settlement of their grievances as being dependent on the personal goodwill of an individual rather than on the business logic or their human and employment rights. This is why managers must be fair and just on issues of grievances. Whatever the rules are, they will be generally supported only as long as they deserve support. If they are enforced inconsistently they will soon lose any moral authority, and will be obeyed only because of employees’ fear of penalties. Equally, the manager who handles grievances quickly and consistently will enjoy the support of a committed group of employees.

VII: THEORETICAL FRAMEWORK

There are basically three theoretical approaches to SHRM. The first is founded on the concept that there is 'one best way' of managing human resources in order to improve business performance. The second focuses on the need to align employment policies and practice with the requirements of business strategy in order that the latter will be achieved and the business will be successful. This second approach is based on the assumption that different types of HR strategies will be suitable for different types of business strategies (Armstrong, 2005, Torrington, 2005, Guest, 1999, Patterson, et al, 1997, Pfeffer, 1994). The three major approaches are discussed as follows:

The Universalist or Best Practice Approach: The first of the three major theories of strategic human resource management could be referred to as the universal or best practice approach. Supporters of this theory argue that there are certain HR practices and approaches to their operation which will invariably help an organisation in achieving competitive advantage. There is, therefore, a clear link between HR activity and business performance, but the effect will only be maximized if the 'right' HR policies are pursued (Pfeffer 1994; Huselid 1995; Wood and Albanese 1995; Delery and Doty 1996; Fernie and Metcalf 1996; Patterson et al, 1998; Guest and Conway 2000). While there are differences of opinion on questions of details, all strongly suggest that the same basic bundle of human resource practices or general human resource management orientation tends to enhance business performance in all organisations irrespective of the particular product market strategy being pursued. According to Guest (2000), this occurs through variety of mechanisms which include: "(i) ensuring and enhancing the competence of employees, (ii) by tapping their motivation and commitment, and, (iii) by designing work to encourage the fullest contribution from employees.

Armstrong opine that the best practice approach is based on the belief that there is a set of best HRM practices, and that adopting them will lead to superior organizational performance. Examples of best practice lists, as given by different authors are as shown in the table below:

Guest (1999)	Patterson, et al (1997)	Pfeffer (1994)	US Department of Labour (1993)
<ul style="list-style-type: none"> • <i>Selection and the careful use of selection tests to identify those with potential to make a contribution</i> • <i>Training, and in particular a recognition that training is an on-going activity</i> • <i>Job design to ensure flexibility, commitment and motivation, including steps to ensure that employees have the responsibility and autonomy to use their knowledge and skills to the full</i> • <i>Communication to ensure that a two-way process</i> 	<ul style="list-style-type: none"> • <i>Sophisticated selection and recruitment processes</i> • <i>Sophisticated induction programmes</i> • <i>Sophisticated training</i> • <i>Coherent appraisal systems</i> • <i>Flexibility of workforce skills</i> • <i>Job variety on shop floor</i> • <i>Use of formal teams</i> • <i>Frequent and comprehensive communication to workforce</i> • <i>Use of quality improvement teams</i> • <i>Harmonized terms and conditions</i> 	<ul style="list-style-type: none"> • <i>Employment security</i> • <i>Selective hiring</i> • <i>Self-managed teams</i> • <i>High compensation contingent on performance</i> • <i>Training to provide a skilled and motivated workforce</i> • <i>Reduction of status differentials</i> • <i>Sharing information</i> 	<ul style="list-style-type: none"> • <i>Careful and extensive systems for recruitment, selection and training</i> • <i>Formal systems for sharing information with employees</i> • <i>Clear job design</i> • <i>High level participation processes</i> • <i>Monitoring of attitudes</i> • <i>Performance appraisals</i> • <i>Properly functioning grievance procedures</i> • <i>Promotion and compensation schemes that provide for the recognition and</i>

<i>keeps everyone fully informed</i> <ul style="list-style-type: none"> • <i>Employee share ownership programmes (ESOPs) to keep employees aware of the implications of their actions, including absence and labour turnover, for the financial performance of the firm</i> 	<ul style="list-style-type: none"> • <i>Basic pay higher than competition</i> • <i>Use of incentive schemes.</i> 		<i>reward of high-performing employees</i>
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Figure 1: HRM best practices

Source: *A Handbook of Human Resource Management Practice*, 9th ed. Kogan Page, p.111

Torrington, et al (2005) affirm the content of the above table that the main elements of the ‘best practice bundle’ that these and other writers identify are those which have long been considered as examples of good practice in the Human Resource Management field and they include the use of the more advanced selection methods, a serious commitment to employee involvement, substantial investment in training and development, the use of individualised reward systems and harmonised terms and conditions of employment as between different groups of employees.

The Best fit or Contingency Theory

Armstrong (2005) asserts that the ‘best fit’ approach is based on the belief that there can be no universal prescriptions for HRM policies and practices. He opines that such policies are only contingent on the organization’s context and culture and its business strategy. He corroborates himself that many authors share this opinion that ‘best fit’ is more important than ‘best practice’ as there can be no universal prescriptions for HRM policies and practices and suggests that what is up to the managers to do is to identify through benchmarking what may be relevant in general terms and be adapted to fit its particular strategic and operational requirements. This, he said, could be achieved by analysis of the business needs of the firm within its context (culture, structure, technology and processes); and then to pick and mix various ‘best practice’ ingredients and develop an approach that applies those policies that are appropriate in a way that is aligned to the identified business needs.

Torrington, et al opines that the fit or contingency approach is based on two critical forms of fit. The first is external fit (sometimes referred to as vertical integration) – that HR strategy fits with the demands of business strategy; the second is internal fit (sometimes referred to as horizontal integration) – that all HR policies and activities fit together so that they make a coherent whole, are mutually reinforcing and are applied consistently. He asserts that one of the foundations of this approach is found in Fombrun et al, (1984), who proposed a basic framework for strategic human resource management as shown below:

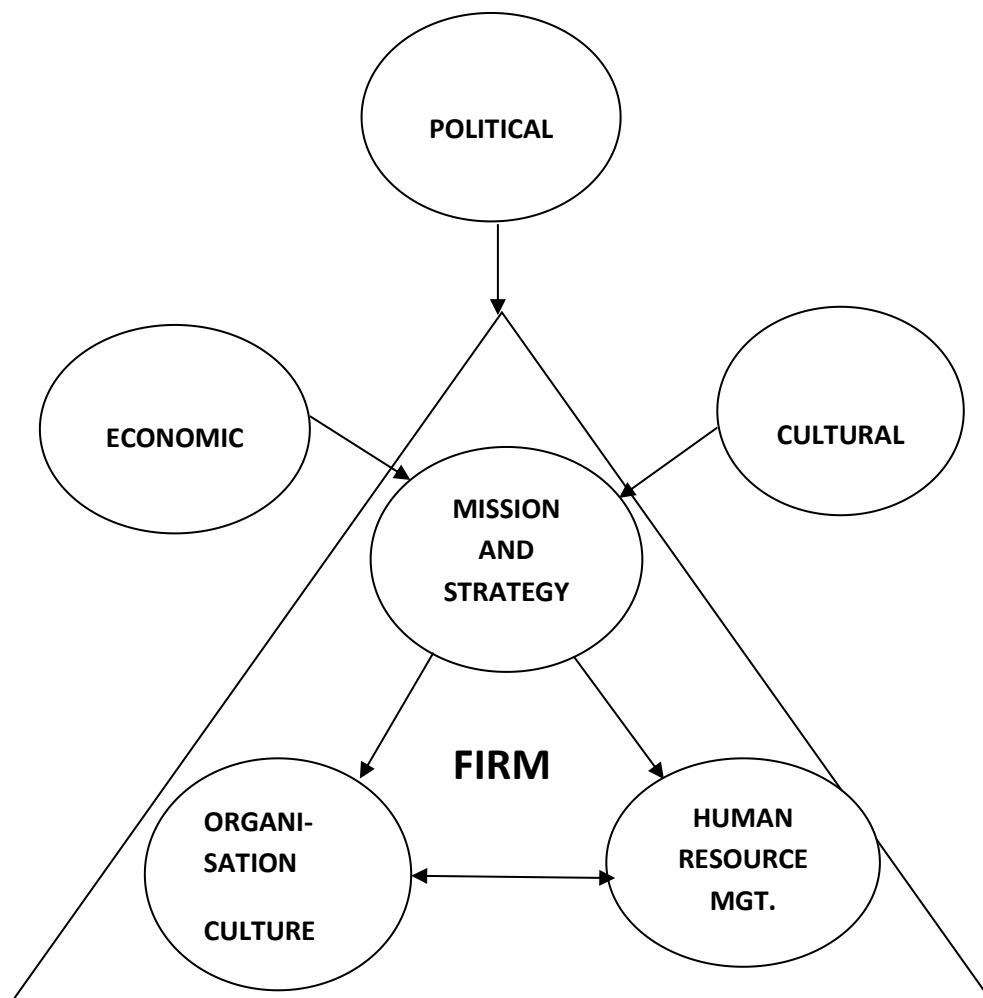


Fig.2: Strategic Management and Environmental Pressures

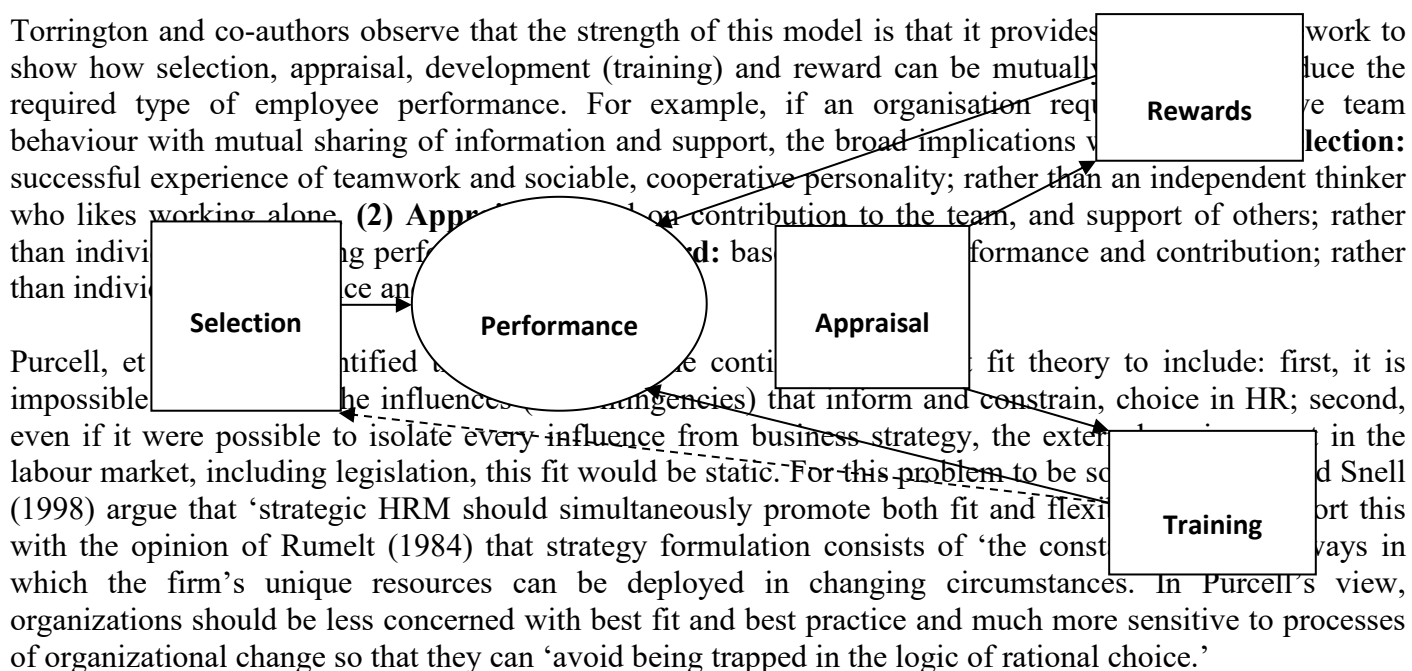
Source: C. Fombrun, N.M. Tichy, and M.A. Davana (1984), adapted from Torrington, et al (2005) Human Resource Management, 6th ed., p.36

The model showcases the firm housing the business mission and strategy, the organisation structure and human resource policies and practices each of which draws from economic, political and cultural environmental factors. It represents the location of human resource management in relation to organisational strategy.

Fombrun, et al further presented another model which shows how activities within human resource management can be unified and designed in order to support the organisation's strategy as in Figure 4 below:

Fig. 4: The Human Resources cycle

Source: C. Fombrun, N.M. Tichy, and M.A. Davana (1984), adapted from Torrington, et al (2005) Human Resource Management, 6th ed., p.36



The Resource-based Theory: The concept of resource based strategic HRM is based on the ideas of Penrose (1959), who wrote that the firm is 'an administrative organization and a collection of productive resources'. It was developed by Hamel and Prahalad (1990), who declared that competitive advantage is obtained if a firm can obtain and develop human resources that enable it to learn faster and apply its learning more effectively than its rivals. Barney (1991) contends that sustained competitive advantage stems from the acquisition and effective use of bundles of distinctive resources that competitors cannot imitate.

Armstrong (2005) affirms that the benefit arising from competitive advantage based on the effective management of people is that such an advantage is hard to imitate. An organization's HR strategies, policies and practices are a unique blend of processes, procedures, personalities, styles, capabilities and

organizational culture. As Purcell et al (2003) suggest, the values and HR policies of an organization constitute an important non-imitable resource, as long as they are enacted and implemented effectively. One of the keys to competitive advantage is the ability to differentiate what the business supplies to its customers from what is supplied by its competitors. Such differentiation can be achieved by having HR strategies and policies which ensure that 1) the firm has higher quality people than its competitors; 2) the unique intellectual capital possessed by the business is developed and nurtured; 3) organizational learning is encouraged; and 4) organisation specific values and a culture exists that ‘bind the organization together and give it focus (Purcell et al, 2003).

In the opinion of Torrington et al (2005), the resource-based view of the firm is concerned with the relationships between internal resources (of which human resources are one), strategy and firm performance. It focuses on the promotion of sustained competitive advantage through the development of human capital rather than merely aligning human resources to current strategic goals. Human resources can provide competitive advantage for the business, as long as they are unique and cannot be copied or substituted for by competing organisations. According Briggs and Keogh (1999), business excellence is not just about ‘best practice’ or ‘leapfrogging the competition’, but about the intellectual capital and business intelligence to anticipate the future, today.

Barney states that in order for a resource to result in sustained competitive advantage it must meet four criteria, and Wright et al (1994) demonstrate how human resources meet these criteria: **1) Value** – the resource must be valuable. Wright and his colleagues argue that this is the case where demand for labour is heterogeneous, and where the supply of labour is also heterogeneous. **2) Rarity** – this is related to the first. An assumption is made that the most important competence for employees is cognitive ability due to future needs for adaptability and flexibility. On the basis that cognitive ability is normally distributed in the population, those with high levels of this ability will be rare. **3) Inimitability** – the resources need to be inimitable.

Wright et al argue that this quality applies to the human resource as competitors will find it difficult to identify the exact source of competitive advantage from within the firm’s human resource pool. Also competitors will not be able to duplicate exactly the resource in question, as they will be unable to copy the unique historical conditions of the first firm. Even if a competing firm recruited a group of individuals from a company they would still not be able to produce the same outcomes in the new firm as the context would be different. Two factors make this unique history difficult to copy – the first is *causal ambiguity* which is the concept that makes impossible to separate out the exact causes of performance, as the sum is always more than the parts; and, second, *social complexity* which represents the complex of relationships and networks developed over time which have an impact on performance is difficult to dissect. Finally, **4) Non-substitutability** resources need to be non-substitutable. Wright et al, noted that attention has often been devoted to leaders and top management in the context of a resource-based approach, and indeed

Boxall (1996) contends that this approach provides the theoretical base on which to concentrate in the renewal and development of the critical resource of leaders in the organisation. However, Wight and colleagues view all human resources in the organisation as the pool of capital. This is well with the view of strategy as evolutionary and strategy influenced from the bottom up as well as from the top down.

The importance of this perspective is underlined by the current emphasis on a firm’s intangible assets. Numerous studies have shown that a firm’s market value (the sum of the value of the shares) is not fully explained by its current financial results or its tangible assets and the focus has moved to a firm’s intangible assets such as intellectual capital and customer relationships – all of which are derived from human capital (Ulrich and Smallwood, 2002; Schmidt and Lines, 2002). This emphasis has resulted in a great deal of attention being paid to the evaluation of human capital through measuring, reporting and managing it. Grant (1991) opines that ‘when the external environment is in a state of flux, the firm’s own resources and capabilities may be a much more stable basis on which to define its identity.

VIII: RESEARCH PROCEDURES

Research Design: This study employed the survey research method as a means of gathering pertinent data from the field. This type of survey is a sample survey by definition and is seen to be better and suitable for

face-to-face interviews and the distribution of questionnaires when describing and analyzing current events (Osuala, 2005).

Population of the Study: The population of the study is made up of the 166 literate employees of Emenite Company Limited, Emene, Enugu, according to the information made available to the researcher by the manager, Human Resource. **Sampling** was conducted on the population figure using the Taro Yamane formula of (1964) as in Zikora (2024) which is given as $n = \frac{N}{1+N(e)^2}$ where,

n = Sample size

N = Actual population

e = Level of significance (0.05)

1 = constant

to obtain the sample size of 116 as follows: $n = \frac{166}{1+168(0.0025)} = \frac{166}{1+0.42} = \frac{166}{1.42} = 116.31$.

Instrument for Data Collection: Structured questionnaire (Likert Scale format) was adopted to gather the necessary primary data for the study as shown below:

Validation and Reliability of Instrument: **Validity** of the instrument is assured when it measures what it says it will measure. In order to ensure this, a copy of the study instrument was submitted to an expert in Measurement and Evaluation, who after careful examination and screening approved its validity. **Reliability:** concerns the consistency, credibility and dependability of a measuring instrument over time. To ensure the reliability of the instrument, draft copies of the questionnaire were administered to different portions of the sample population three times. This was to compare whether there was consistency between their former response and the later. A reliable test of over 80% (0.80) was obtained for the study.

Method of Data Analysis

The Likert Scale Format was adopted for descriptive statistics while Z-test statistics was employed in the testing of the hypothesis which is given as:

$$Z = \frac{\bar{X} - \mu_0}{S/\sqrt{n}}, \dots \text{equa. 1 where,}$$

\bar{X} = Sample mean of the observations (data points).

S = Sample Standard Deviation

n = Sample size (116)

μ_0 = Symbol of the sample mean under the null hypothesis.

The following steps were adopted to test the hypothesis:

Step One: Determination of the Sample Mean (\bar{X}) using:

$$\bar{X} = \frac{\sum_{i=1}^n x_i}{n} = \frac{x_1 + x_2 + x_3 \dots x_n}{n}, \dots \text{equa. 2, where}$$

\bar{X} = the mean of the summed sample observations (data points).

n = number of observations (Sample size)

\sum is the summation sign of the data points.

Step Two: Determination of the Sample Variance of the observations, using,

$$S^2 = \frac{\sum_{i=1}^n (x_i - \bar{X})^2}{n}, \dots \text{equa. 3, where}$$

S^2 is the Sample Variance of the observations

x is the individual observations

n the number of observations (sample size)

\sum is the summation sign of the data points.

Step 3: Determination of the Sample Standard Deviation of the observations, using:

$$S = \sqrt{S^2} = \frac{\sum_{i=1}^n (x - \bar{x})^2}{n}$$

.....equa. 4, where

S is the Standard Deviation of the observations

S² is the value of sample variance as would be calculated using the formula for sample variance stated above.

Step 4: Hypothesis testing, using equation 1 above to determine the “Effect of Strategic Human Resource Management policies implementation on Labour Turnover in Organisation, using Emenite Company Limited as the study institution

DECISION RULE:

We shall base our decision on 95% Confidence Interval (alpha level) in the hypothesis. If the calculated z-test statistics is more than the table value, we shall reject the null hypothesis and accept the alternative hypothesis that effective Implementation of Strategic Human Resource Management policies reduce incident of labour turnover in organisations. On the other hand, if the reverse is the case, we shall accept the **H₀** and reject **H_a** that effective implementation of Strategic Human Resource Management does not reduce the incident of labour turnover in the study institution. The hypotheses are statistically represented as follows:

H₀₁: $\mu_D = \mu_1 < \mu_2$ (Effective implementation of Strategic Human Resource Policies does not contribute significantly to reduction of high rate of labour turnover in organisations.)

H₀₂: $\mu_D = \mu_1 > \mu_2$ (Weak implementation of Strategic Human Resource Policies does not contribute significantly to high rate of labour turnover in organisations.)

Table 1: To what extent would you continue to serve with Emenite Limited if the following SHRM policies are effectively and vigorously implemented?

S/N	SHRM Policies/Practices	SA	A	D	SD	Total
1.	<i>Unbiased application of sophisticated selection and recruitment processes in choosing employees on merit.</i>	62	30	6	18	116
2.	<i>Regular training and development programmes for employees to enhance their contributions.</i>	57	28	12	19	116
3.	<i>Formal systems for sharing information with employees.</i>	56	38	7	15	116
4.	<i>Employee share ownership programmes (ESOPs) to keep employees.</i>	89	17	4	6	116
5.	<i>Functioning grievance procedures for disciplinary measures.</i>	72	22	8	14	116
6.	<i>Written and harmonized terms and conditions of Service.</i>	62	23	12	19	116
7.	<i>Standard compensation or remuneration (living wage or salary) to employees for their contribution</i>	71	20	15	10	116
8.	<i>Coherent appraisal systems for promotion, recognition and reward for high-performing employees</i>	59	38	7	12	116
9.	<i>Standard scheme or programme for building and improving teams in the workplace.</i>	58	40	6	12	116
10.	<i>Flexible job design to ensure that employees have the responsibility and autonomy to use their knowledge and skills to the full</i>	63	23	14	16	116
	Total	649	279	91	141	1160

Source: Field Survey, 2024.

From the descriptive statistics in Table 1 above, it is evident that the cumulative responses for Strongly Agree, Agree, Disagree and Strongly Disagree are 649, 279, 91, and 141 respectively which supports that majority opinion that effective implementation of the ten variables under study (SHRM policies) will, not only keep the employees in the services of the company but also make them get committed to their duties.

Table 2: For which of the following reasons SHRM policies failures would you as an employee quit the company services?

S/N	POLICY ITEMS	OPTIONS				TOTAL
		SA	A	D	SD	
1.	<i>Lack of challenging job or opportunity for growth</i>	42	30	26	18	116
2.	<i>Poor management or leadership by SHR managers</i>	52	14	30	20	116
3.	<i>Poor work environment and unhappiness with work culture</i>	57	31	16	12	116
4.	<i>Low pay or benefits and unhappiness with job responsibilities or tasks</i>	67	42	07	0	116
5.	<i>New job opportunities or career that promise higher remuneration and prospect of regular advancement</i>	74	38	0	4	116
6.	<i>Burnout or exhaustion occasioned by poor job design, autonomy and flexibility</i>	48	22	30	16	116
7.	<i>Conflict with colleagues or team dynamics</i>	62	24	18	12	116
Total		402	201	127	82	812

Source: Field Survey, 2024.

From the descriptive statistics in Table 1 above, it is evident that the cumulative responses for Strongly Agree, Agree, Disagree and Strongly Disagree are 402, 201, 127, and 82 respectively which supports that majority opinion that effective implementation of the ten variables under study (SHRM policies) will, not only keep the employees in the services of the company but also make them get committed to their duties.

IX TESTING OF THE HYPOTHESES:

Restatement of Hypothesis No.1

H01: There is no significant evidence that effective implementation of Strategic Human Resource Policies leads to increased employee productivity and retention in the study Institution.

Reference is hereby made to Table 1 above, which represents the opinion of the respondents in the descriptive statistics. The process of hypothesis testing follows thus:

$$1. \text{ Calculation of Sample Mean: } \bar{X} = \sum_{i=1}^n x_i = \frac{x_1 + x_2 + x_3 \dots x_n}{n}$$

Options	Frequency	Total
Strongly Agree (4 points)	649	2,596
Agree (3 points)	279	837
Strongly Disagree (2 point)	91	182
Disagree (1 point)	82	141
1101	3,756	
Mean (3,756/1,101) =	3.41	

2. Calculation of Sample Variance: $S^2 = \bar{X} = \sum_{i=1}^n \frac{(x - \bar{x})^2}{n}$

X	x - \bar{X}	(x - \bar{X}) ²
4	4 - 3.41 = 0.59	0.3481
3	3 - 3.41 = -0.41	0.1681
2	2 - 3.41 = -1.41	1.9881
1	1 - 3.14 = -2.41	5.8081
		8.3124

$$\text{Sample Variance} = \frac{8.3124}{1,101-1} = \boxed{0.00756}$$

3. Calculation of Standard Deviation $S = \sqrt{S^2} = \sqrt{\sum_{i=1}^n \frac{(x - \bar{x})^2}{n}}$

Therefore, $S = \sqrt{0.00756} = 0.0869$

Z-test statistics $= Z = \frac{\bar{X} - \mu_0}{S/\sqrt{n}} = \frac{3.41 - 0}{0.0869/\sqrt{1101}} = \frac{3.41}{0.0869/33.1} = \frac{3.41}{0.0263} = 129.66$

Decision: Following our decision rule above, we decide that since the calculated value of Z-test statistics is **129.66**, which is far greater than the critical table value of **1.645**, we reject H_0 and accept H_a that effective implementation of each of the ten variables of interest, the SHRM policies listed results, not only in keeping the employees (low labour turn over), but also enhances their productivity and commitment to duties.

Restatement of Hypothesis No.2

H_{02} **There is no significant evidence that the weak implementation of the SHRM policies under study resulting in the outlined outcomes contribute to increased labour turnover in the study Institution.**

Reference is hereby made to Table 2 above, which represents the opinion of the respondents in the descriptive statistics. The process of hypothesis testing follows thus:

1. Calculation of Sample Mean: $\bar{X} = \sum_{i=1}^n \frac{x_i}{n} = \frac{x_1 + x_2 + x_3 \dots x_n}{n}$

Options	Frequency	Total
Strongly Agree (4 points)	402	1,608
Agree (3 points)	201	603
Strongly Disagree (2 point)	127	254
Disagree (1 point)	82	82
	812	2,547
	Mean (2547/812) =	3.14

2. Calculation of Sample Variance: $S^2 = \frac{\sum_{i=1}^n (x - \bar{x})^2}{n}$

X	x - \bar{x}	(x - \bar{x}) ²
4	4 - 3.14 = 0.86	0.7396
3	3 - 3.14 = -0.14	0.0196
2	2 - 3.14 = -1.14	1.2996
1	1 - 3.14 = -2.14	4.5796

$$\text{Sample Variance} = \frac{6.6384}{812-1} = \boxed{0.00819}$$

3. Calculation of Standard Deviation $S = \sqrt{S^2} = \sqrt{\frac{\sum_{i=1}^n (x - \bar{x})^2}{n}}$

Therefore, $S = \sqrt{0.00819} = 0.0905$

$$\text{Z-test statistics} = Z = \frac{\bar{x} - \mu_0}{S/\sqrt{n}} = \frac{3.14 - 0}{0.0905/\sqrt{812}} = \frac{3.14}{0.0905/28.5} = \frac{3.14}{0.00317} = 990.54$$

Decision: Since the calculated value of Z-test statistics is **990.54**, which is far greater than the critical table value of **1.645**, we reject H_0 and accept H_a that poor implementation of each of the seven SHRM policies listed result in high labour turnover in organizations.

Recommendations:

The study recommends as follows:

1. Management of Human Resource (the workforce) in any organization should be a strategic issue (i.e. organisation-wide) – it should not be left only in the hands of the human resource managers or departments.
2. Organizations should embrace joint ownership programmes and provide opportunity for staff to co-own the company where they work. This will stem the tide of high labour turnover.
3. Organizations should maintain a standard compensation or remuneration package (i.e. pay a living wage or salary to employees based on performance) in order to keep and not lose them to competitors.
4. Organisations should maintain unbiased functioning grievance procedures for disciplinary measures – no preferential treatment but equal treatment to all within the same context.

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