

RESEARCH
JOURNAL
OF **FINANCIAL**
SUSTAINABILITY
REPORTING

A PUBLICATION OF THE
DEPARTMENT OF ACCOUNTANCY
FACULTY OF MANAGEMENT SCIENCES,
ENUGU STATE UNIVERSITY OF SCIENCE & TECHNOLOGY

ISSN: 2635 - 3679. VOL. 2 NO. 1, JANUARY - JUNE, 2017

FROM THE EDITORIAL DESK

RESEARCH JOURNAL OF FINANCIAL SUSTAINABILITY REPORTING (RJFSR)

**A Publication of Department of Accountancy,
Faculty of Management Sciences, Enugu State
University of Science & Technology.**

ISSN: 2635 - 3679 VOL. 2, NO. 1, JANUARY - JUNE 2017

RESEARCH JOURNAL OF FINANCIAL SUSTAINABILITY REPORTING

(A Publication of Department of Accountancy, Enugu State University of
Science and Technology)

Scope: The journal is an in-house journal of the Department of Accountancy. It is peer-reviewed and published three times a year. Articles are received from areas but not limited to sustainability accounting, intellectual capital accounting, corporate governance, environmental accounting and corporate social responsibility.

Vision: To be a leading academic journal in promoting timely and qualitative knowledge sharing and scholarship on contemporary accounting/financial issues.

Mission: To continuously provide a platform for timely, qualitative and result-oriented researches on contemporary accounting/financial issues in line with globally accepted standards.

FROM THE EDITORIAL DESK

The Research Journal of Financial Sustainability Reporting is yet another platform through which the Department of Accountancy, Enugu State University of Science and Technology seeks to further expand the frontiers for research, scholarship and knowledge dissemination in Accounting and related fields. The journal is a peer-reviewed one and has accepted papers on contemporary accounting/financial issues. The areas covered are but not limited to sustainability accounting, intellectual capital accounting, corporate governance, environmental accounting and corporate social responsibility.

The papers published in this edition have articulated topical issues in the aforementioned areas. Articles were also received from diverse tertiary institutions in Nigeria thereby according the journal a wide coverage. The board immensely commends the various paper contributors on their commitment to research and scholarship. These inputs have made this edition a pack very apt for research and thus a must read.

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HUMAN RESOURCE STRATEGY AND PRODUCTION MANAGEMENT: A RESOURCE BASED VIEW APPROACH

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Abstract: In view of the present recession around the world, it is important for an organisation to review its human resource strategies and identify how to apply these strategies to production. This research adopted a survey research design. Simple random sampling technique used to select 100 staff of the production department and human resource department in LUBCON Nigeria Ltd. Questionnaires were used as the instrument of primary data. Data were analysed using regression analysis and correlation which revealed that job design has a positive impact on the production process with a significance level of 0.00 which is less than 0.05 and R^2 value of 0.784, also that there exists a strong relationship between labour planning and production function with a significance level of 0.00 which is also less than 0.05 and finally the study finds out that labour standard has a huge impact on the productivity of employee with a significance level of 0.05 and R^2 value of 0.769. The research findings indicated that proper job designs, effective labour planning and labour standard by the strategic human resource manager will improve the various production process, production function and increase employee productivity. Job design, labour planning and labour standard as a dimension of human resource strategy if properly annexed will lead to job enlargement, job enrichment of employees, optimal utilization of their ability among others.

Keywords: Employee productivity, job design, labour standard, labour planning, production process.

Introduction

Among the many resources of an organization, human resources are regarded as one of the most important resources of today's firms (Lance, 1994). So, for an organization to create and sustain competitive advantage, the organization must review their corporate mission and realign their strategic goals of fitting the changing business environment. The various strategic programs organized by organizations to boost corporate performance explore the powerful performance management systems that successful organizations use to compete successfully in a rapidly changing global economy (Boxall & Purcell, 2003). The importance attached to human resources management in the recent economy and business reality is more than other organization's resources because these people determine the capability of an organisation to utilize this other resource in the organization, create competitiveness and realize their objectives. The realization of the expectations of employees will enable the desired behaviour of employees in the organization (Guest, 1987). The outcomes desired by the organisation in managing their human resource are among the following skilfulness, collaboration of employees with managers, team spirit among employee, development of expertise; motivation, commitment and work engagement and positive attitude toward work.

Previous research has focused more on the relationship between Strategic Human Resource Management (SHRM) practices and production management. The argument of the previous research on this is that both capital and technology are becoming less effective in maintaining a competitive advantage because they can

easily imitate by other organization. Human resource is claimed to possess a competitive advantage that is very challenging to duplicate by competitors and hard to substitute even within the same organization. Therefore, Strategic HRM can be used by organizations to create and sustain valuable competitive advantage that will have a significant impact on production management in an organisation. A great sum of research have actually established that SHRM practices, either individually or as a system, are associated with higher levels of performance (see, Huselid, 1995; Huang, 1998; Dimba and K'Obonyo, 2009; Abdulkadir, 2009). However, these studies have also suggested that certain types of HRM practices are more effective than others (Pfeffer, 1994; Huselid, 1995). For instance, organizations that practice innovative recruitment and selection systems should have more engaging, efficient and committed workforce than organizations that do not. However, there are other views that believe that the efficacy of HRM practices is dependent on other dynamics such as organizational climate, culture, competitive strategies e.t.c. According to this argument, HRM practices that enhance the knowledge, skills, ability and motivation of employees would have a greater impact on performance if the organization is using a strategy that requires highly skilled and motivated employees (Neal, West and Paterson, 2005).

The quality and quantity of the product, the efficiency of the workforce in term of their engagement and commitment are also affected by an organisation's HR strategy. MacDuffie (1995) argued that HR strategy has a strong positive impact on labour productivity (the number of employee hours required to assemble a vehicle) and on quality (the number of customer-reported defects of the automobiles produced). In the same vein, Ichniowski (1997) also argued that HR strategies associated have a greater percentage of "uptime" on production. HR strategies are also related to innovation, quality, workers' compensation costs and shrinkage (Collins and Smith, 2006). But this conclusion is not universal because another scholar like Capelli and Newmark (2001) and Guest (2003) see no connection between the two variables.

In view of the present situation around the world, where there are rapid destructive innovations and immensely competition, it is very germane that organization should revaluation their human resource strategies to fit in these challenges. Conventionally, the duty of the human resource manager has been concentrated on recruitment, selection, orientation, training, job analysis and evaluation, labour relations, appraisal exercise etc. this is the ideas that are imported from the transition from personnel management to human resource management but in the recent times some difficulties such as productivity improvement, quality of work life, health and safety at work, labour dissatisfaction at work have change this conventional duty of human resource manager. Organizations now focus on improving their productivity in order to strengthen the economy and also for the betterment of both management and employees because both are seen as a partner in progress in a new era.

It is very important for an organization to implement health and safety policies at work environment in order to minimize the likelihood of accident and injuries. There are many challenges at the workplace that lead to employee dissatisfaction which include job design, labour planning and standard of Labour. The job design in the most organization in a developing country, especially in Nigeria, does not reflect the realities of this generation. Most workers in the present generation want to participate in their job design in order to make it flexible. Also, there is a growing concern about labour planning method in most organization. Most organization adopt a top-down approach to their labour planning instead of a bottom-up approach that will facilitate input from those that will carry out the operation. The level of labour standard in the most manufacturing organization is very poor because of the level of unemployment in this developing country, there is lack of concern by the government for the standard labour being maintained in this different organization.

Consequently, these above challenges have impacted the organization production process, production function and also overall employee productivity. Some of these difficulties are related to workers' resistance to change and this is hindering them from achieving their set organizational goals.

Hence, the following questions are raised:

1. How can job design impact production process?

2. To what extent is the relationship between labour planning and production function?
3. What is the impact of labour standard on employee productivity?

Literature Review

Conceptual Framework

The strategy is derived from the Greek word "Strategus" means "commander in chief" and first time used in English in 1656. The development and usage of the word suggest that it is composed of Stratos (army) and again (to lead). In a management context, the word 'strategy' has now replaced the more traditional term 'long-term planning' to denote a specific pattern of decisions and actions undertaken by the upper echelon of the organization in order to accomplish performance goals. Wheelen & Hunger (1995) have defined the strategic management as "a series of managerial decisions and acts which determine long-term performance organization". Hill & Jones (2007) point of view, strategy means "organization act for achieving superior performance".

Strategic human resource management is in its developing stage which has generated a lot of argument among different scholar of management. So, it is difficult to determine any clear frame for updating and optimization of distributed models therein (Azmi, 2011). This type of management based on the fact that the organization could perform optimally if its human resources were managed with policies of human resources and its functions such as a number of personnel with appropriate behaviour, required skills and a good level of needed motivation for the organization (Nemli, 2010). Strategic human resources management provides relatively new information about human resources management. Human resources management has blended with the role human resources management system played in organizational productivity and centralized especially on the adjustment of human resources for obtaining a competitive benefit. Organizations are going to be aware of the fact that successful policies of human resources and their functions could improve their performances in the fields of productivity, quality and financial benefits (Namli, 2010).

Strategic human resources management based on the hypothesis that optimal process of human resources management has the capacity to cooperate significantly in organization optimization and this optimization brought up in sectors such as productivity and effectiveness of the organization, compatibility with its conditions, capital return, competition and finally profitability (Stanton & Nankervis, 2011). Human Resource strategy means a system of human resource practices for a particular job or collection of jobs aimed at the best employee performance possible to meet the firm's ultimate goals. This definition of Human Resource strategy emphasizes the system of Human Resource practices, because it is the broad array of practices that matter in terms of employee performance not individual tests, recruiting or interview techniques, for example (Wiki, 2016).

It is very paramount to know that the way and manner in which organization design their Human resources strategies differ because it is based on the type of job and the focus of the organization generally. For instance, the way firms manage their clerical workers is the difference from the way they manage their senior executives because each group is recruited differently, is selected according to different criteria, attends different training programs and is paid differently. Also, if an organization focused on customer service, the organization need to build customer service skills and behaviours into all customer-oriented jobs, but the specific strategy for recruitment, selection, training and rewards for a receptionist will be different from those of a purchasing manager. Finally, the best HR strategies always stay focused on getting the best performance from employees. Usually, this means getting employees to Have something (skills, competencies, abilities); Feel something (commitment, engagement, motivation); and Do something (come to work, be productive, serve customers, and stay with the organization) (Armstrong, 1994).

Strategic human resources management (SHRM) is the comprehensive set of managerial activities and tasks related to developing and maintaining a qualified workforce. This workforce contributes to organizational

effectiveness, as defined by the organization's strategic goals. Strategic human resource management occurs in a complex and dynamic environment within the organizational context. A significant trend today is for human resource managers to adopt a strategic perspective of their job and to recognize critical links between organizational and human resource strategies (Fottler, Khatri, & Savage 2010; Mathis & Jackson 2008; Pfeffer 2005).

Strategic human resource management focuses on actions that differentiate the firm from its competitors (Purcell, 1999). It is suggested by Hendry and Pettigrew (1986) that it has seven meanings: The use of planning; A coherent approach to the design and management of personnel; Systems based on an employment policy and workforce strategy; Often underpinned by a "philosophy"; Matching human resource management activities and policies to some explicit business strategy; Seeing the people of the organization as a strategic resource; and Achievement of competitive advantage (Armstrong, 2006).

Strategic human resource management has a clear focus on implementing strategic change and growing the skill base of the organization to ensure that the organization can compete effectively in the future (Holbeche, 2004). Strategic human resource management facilitates the development of a human capital that meets the requirements of business competitive strategy so that organizational goals and mission will be achieved (Guest, 1987). The strategy of human resource management is an integral part of business strategy and the main focus of this strategy is to achieve organizational objectives. So, strategy then is a set of strategic choices, some of which may be formally planned. It is inevitable that much, if not most, of a firm's strategy, emerges in a stream of action over time (Boxall & Purcell, 2003).

Dimensions of the Human Resources Strategy

Acknowledging the constraints imposed on human resources strategy, we need to look at three distinct decision areas of human resources strategy and they are: (Adeyemi, 2001)

Labour Planning: Labour planning in determining staffing policies that deal with (i) employment stability and (ii) work schedules.

Job Design: Job design is specifying the tasks that constitute a job for an individual or a group. A job consists of a variety of tasks; a task consists of a number of elements, and an element consists of micro-motions. Job design will be examined from the perspective of four components: Job specialization and environment; Psychological components; Ergonomics and work methods; and Motivation and incentive system.

Labour Standard: Labour standards help us specify the labour required for given levels of production once jobs have been defined. We establish labour standards via Historical data; Work sampling; Method time measurement; and Stopwatch standards

Production Management

Production is defined as "the step-by-step conversion of one form of material into another form, through the chemical or mechanical process to create or enhance the utility of the product to the user." This production is a value addition process. At each stage of processing, there will be a valuable addition. (Rowbotham, 2005). Buffa (1980) defines production as a process by which goods and services are created'. Some examples of production are manufacturing custom-made products like boilers with a specific capacity, constructing flats, some structural fabrication works for selected customers, etc., and manufacturing standardized products like car, bus, motorcycle, radio, television, etc.

Production management is the process, which combines and transforms various resources used in the production subsystem of the organization into value-added product/services in a controlled manner as per the policies of the organization. Therefore, that part of an organization, which is concerned with the transformation of a range of inputs into the required (products/services) having the requisite quality level (Galloway, 2005).

Production management is a part of business management. It is also called "Production Function." Production management is slowly being replaced by operations management.

The application of management to the field of production has been the result of at least three developments: (Englestead, 1979)

- (i) First is the development of the factory system of production. Until the emergence of the concept of manufacturing, there was no such thing as management as we know it. It is true that people operated the business of one type or another, but for the most part, these people were owners of the business and did not regard themselves as manager as well,
- (ii) Essentially stems from the first, namely, the development of the large corporations with many owners and the necessity to hire people to operate the business,
- (iii) Stems from the work of many of the pioneers of scientific management who were able to demonstrate the value, from a performance and profit point of view, of some of the techniques they were developing.

It can be argued that it is impossible to put a boundary between the beginning and end points of Production Management in an establishment, this is because it is intertwined with other functional areas of business, viz., marketing, finance, industrial relation policies etc.

Alternately, Production Management is not independent of human resource, marketing, financial and personnel management due to which it is very difficult to formulate some single appropriate definition of Production Management.

The following definitions try to explain the main characteristics of production management: Brech (2002):

In the words of Brech (2002): Production Management is the process of effective planning and regulating the operations of that section of an enterprise which is responsible for the actual transformation of materials into finished products." This definition limits the scope of production management to those activities of an enterprise which is associated with the transformation process of inputs into outputs. & the definition does not include the human factors involved in a production process. It lays stress on materialistic features only.

Production Management deals with decision-making related to production process so that the resulting goods and services are produced in accordance with the quantitative specifications and demand schedule with minimum cost.

Production Management is a set of general principles for production economies, facility design, job design, schedule design, quality control, inventory control, work study and cost and budgetary control. This definition explains the main areas of an enterprise where the principles of production management can be applied. This definition clearly points out that production management is not a set of techniques. (Brech, 2002)

It is evident from the above definitions that production planning and its control are the main characteristics of production management. In the case of poor planning and control of production activities the organization may not be able to attain its objectives and may result in loss of customer's confidence and retardation in the progress of the establishment.

The relationship between Human Resource Strategy and Production Management

The objective of human resource strategy is to manage labour in an effective way and design job to be done, recognizing labour as an important factor in production management. How well a firm manages its human resources strategy ultimately determines its success. The production management activity has a large role to play in achieving human resource strategy objectives. The first objective is to achieve efficient use of human resources within the production function; this is often a major goal of a firm because production is usually the function with the highest labour cost, and labour is often the large part of the total cost of the product. The

second objective is the design of jobs that are effective, safe and provide a reasonable quality of work life for the employee in an atmosphere of mutual respect, (Adeyemi & Badmus, 2001).

Further, the fundamental function in production management is organizing work. This required the manager to design jobs, establish job standards, and perform work measurement. In practice, method analysis (job design) is followed by work measurement (establishing the job standard through measurement). The day-to-day activities of organization involved in production require the use of the strategic human resource to fully utilize the availability of capable and skilled labour. Human/Labour performance is crucial to productivity which is crucial to the overall organizational performance. No organization functions well without work-force/ labour and do not function well without the proper design of jobs and planning for labour. How the production manager structures it human resource strategy determines what labour is available for production and how they are planned for, (Adeyemi & Badmus, 2001). Production management policies can only be carried out by people and the strategic human resource management activities are most effective to foster the people doing the organisational critical task (i.e production), (Adeyemi & Badmus, 2001).

Theoretical Framework

Many theories have been propounded by academicians, researchers and even scholars on the subject matter, "strategic human resource management". In this study, the theories reviewed were Resource-Based View (RBV), Contingency Approach, Behavioral Approach, Two-way Vertical Fit, and the Horizontal Fit. However, for the purpose of this study, the resource-based view is adopted because it has proven to be integral to the conceptual and theoretical development of human resource strategy and it explains and predicts the relationship between the particular resources of a firm and sustainable competitive advantage by performance.

Resource Based View (RBV)

One of the major areas of theoretical development in strategic human resource management is associated with the resource-based view (RBV) of the firm. Barney, (2001) mentioned that in the strategic management literature, resource-based view (RBV) is currently receiving a significant amount of attention. "Resource-based view has proven to be integral to the conceptual and theoretical development of the strategic human resource management literature" (Wright, McManan, and McWilliams 2001) have explained further the evolution of the Resource-based view (RBV) based strategic human resource management began when human resource researchers recognized that RBV provides an explanation of the relationship between human resource practice and competitive advantage. RBV essentially explains and predicts the relationship between the particular resources of a firm and sustainable competitive advantage by performance-related outcomes (Armstrong & Shimizu, 2007).

According to them some of the resources are brand names, employment of skilled personnel, machinery etc. Barney (2001) have mentioned that these resources as bundles of tangible and intangible assets, including a firm's management skills, its organizational processes and routines, and the information and knowledge. Resources are important to the organizations since they are valuable, rare, costly to imitate, and non – substitutable (Armstrong and Baron, 2007). Also, they further explained that valuable, rare, costly to imitate, and non – substitutable resources can be a source of sustained competitive advantage to the extent that there are no strategically equivalent resources (Armstrong and Baron, 2007). There are empirical strategic human resource management studies that have used the RBV as the basis for exploring the relationship between a human resource and firm performance and it has significantly and independently influenced the field of strategy and strategic human resource management (Wright et al., 2001).

Empirical Framework

Dimba and K'Obonyo (2009) in Kenya investigated the nature of the effect of SHRM practices on organizational performance. The study sought to determine whether the effect of human resource management

practices on organizational performance is direct or indirect through employee motivation and whether employee cultural orientations moderate the relationship between strategic human resource practices and employee motivation. 50 multinational manufacturing companies in Kenya were sampled. One HR manager, 2 line managers and 3 employees from each organization were chosen for the survey. The study adopted the measures developed by Hofstede and Huslid. Using regression analysis, the results indicate that all the variables of SHRM practices, except practices and firm motivation did not depend on employee cultural orientations when cultural values were considered; motivation mediated the relationship between SHRM practices and firm performance and motivation affected firm performance.

Adeyemi and Badmus (2001), carried out a study to ascertain Human Resource Strategy on Operations Management. The first Objective of the study was to achieve efficient use of human resources within the operations function. This is often a major goal of a firm because operations are usually the function with the highest labour cost, and labour is often the large part of the total cost of the product. The second objective was the design of jobs that are effective, safe and provide a reasonable quality of work life for the employee in an atmosphere of mutual respect. They concluded that the way and manner in which an organisation manages its human strategy ultimately determine its success. It was also asserted that production management has a large role to play in achieving human resources objectives.

Karlson and Ahlstrom (1996) in their publication Action Research in Production Management, examined the implementation process when implementing lean product development. Lean product development offers the potentials for faster product development with fewer engineering hours, improved manufacturability of products, higher quality products, fewer production start-up problems, and faster time to market, so improving the likelihood of market success. Over two years observing and facilitating one company's efforts to make this transition that was able to identify various factors that either hindered or supported the implementation of lean production management.

Methodology

Survey research design is adopted for this study; thus primary data were collected to investigate the research questions. The population of this study consists of the management and staffs of LUBCON Oil Group in Ilorin, Kwara State, Nigeria. The total population under study is 132 as at 2018, comprising the Human Resources Strategy department and Production department.

The sample size was determined by Guilford and Fluchter (1973) formula for estimating sample size and was calculated to be 100 staffs. A simple random sampling technique was adopted to select the 100 staffs through the list of staff collected from the companies which served as the sampling frame.

The questionnaire was used as an instrument of data collection. Copies of the questionnaire were directly administered to the sample size by the researchers; those that are not concerned with production activities and human resources management were excluded from the list.

Dependent variable

Production management was used as the dependent variable. This was measured through the production management proxy which includes production process, production function and employee productivity.

Independent Variables

The proxy that was used to measure the strategic human resources management is job design, labour planning and labour standard. These are the dimension of strategic human resources management used by Adeyemi (2001). So, this research adopted the same dimension for strategic human resources management proxy.

Method of Data Analysis

Basically, both descriptive and inferential tools of statistical analysis were used to analyse data. The data obtained from the respondent through questionnaire was analysed in frequency tables, simple percentages

and tested with the aid of the Statistical Package for Social Sciences (SPSS). The hypotheses were analysed using Correlation coefficient. Pearson Product Moment Correlation Coefficient (PPMCC) and Linear Regression model to test the hypothesis at a 0.05 level of significance with the aid of Statistical Package for Social Science.

Data Presentation, Analysis and Findings

Table 1: Model summary of job design and production process

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate
1	.885 ^a	.784	.782	1.50572

g. Predictors: (Constant), Job Design

Source: Author's Computation (2018)

Table 1 above shows the model summary. It shows how much of the variance in the dependent variable (production process) is explained by the independent variable (Job Design). In this model, the value of R square is 0.784. When expressed as a percentage, it shows that Job Design accounts for 78.4% of variances in the production process while the remaining 21.6% is due to the other variable that is not included in the model. This means that the regression (model formulated) is used in making a prediction since the value of the R^2 is close to

Table 2 Coefficients^a of job design and production process

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.027	.371		2.772	.007
Job Design	.730	.039	.885	18.855	.000

a. Dependent Variable: Production Process

Source: Author's Computation (2018)

Table 2 shows how Job Design contributed to the prediction of the Production Process. The beta is 0.885 and p-value of 0.000 lesser than 0.05% which is the critical value. This implies that Job Design is accumulated to 88.5 % of Production Process and since the p-value which is 0.000 is lesser than 0.05, therefore, we conclude that Job Design has a positive impact on Production Process. The Coefficients value for Job Design which is 0.730 also reveals that Job Design has a positive impact on Production Process because a unit increase in the Job Design will bring about a 0.730 increase in Production Process.

Table 3 Correlations of labour planning and production function

		Labour Planning	Production Function
Labour Planning	Pearson Correlation	1	.937
	Sig. (2-tailed)		.000
	N	100	100
Production Function	Pearson Correlation	.937	1
	Sig. (2-tailed)	.000	
	N	100	100

Source: Author's Computation (2018)

The result displayed above in table 3 shows that there is a significant relationship between the dependent variable (production function) and the independent variable (Labour Planning). The Pearson correlation value of 0.937 implies a very strong relationship. The level of significance is also 0.000 which is less than 0.05, hence, the relationship between labour planning and production function is significant.

Table 4 Model Summary of labour standard and employee productivity

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate
1	.877 ^a	.769	.766	1.44449

a. Predictors: (Constant), Labour Standard

Source: Author's Computation (2018)

Table 4 above shows the model summary of labour standard and employee productivity. It shows how much of the variance in the dependent variable (employee productivity) is explained by the independent variable (Labour Standard). In the model, the value of R square is 0.769. When expressed as a percentage, it shows that Labour Standard accounts for 76.9% of variances in employee productivity while the remaining 23.1% is due to the other variable that is not included in the model. This means that the regression (model formulated) is used in making a prediction since the value of the R^2 is close to 1.

Table 5 Coefficients of Labour standard and employee productivity

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.297	.300		4.325	.000
	Labour Standard	.818	.045	.877	18.044	.000

a. Dependent Variable: Employee Productivity

Source: Author's Computation (2018)

Table 5 shows how Labour Standard contributed to the prediction of Employee Productivity. The beta is 0.877 and p-value of 0.000 lesser than 0.05% which is the critical value. This implies that Labour Standard is accumulated to 87.7 % of employee productivity and since the p-value which is 0.000 is lesser than 0.05, we can, therefore, conclude that Labour Planning has a positive impact on employee productivity. The Coefficients value for Labour Standard which is 0.818 also reveals that Labour Standard has a positive impact on employee productivity because a unit increase in the Labour Standard will bring about a 0.818 increase in employee productivity.

Discussion of Findings

Based on the information gathered from the respondents, it was revealed that all the variable used as a proxy for strategic human resource management (job design, labour planning and labour standard) and production management (production process, production function and employee productivity) have a significant impact on each other. This implies that strategic human resource management has a positive impact on production management. The reason for this is that the level of significance gotten from the two variables was 0.00 which is less than 0.05. This support the claims that the content of the job, incentives, quality of work all improve the production process in totality. This is in agreement with what Adeyemi and Badmus (2001) that the way and manner in which an organisation manages its human strategy ultimately determines its success, production management inclusive and also that production management has a large role to play in achieving human resources objectives.

Findings from this study also supported by resource-based view theory as discussed in the literature review section that organization uses a resource that is rare, valuable, costly to imitate and non-substitutable resources can be a source of sustained competitive advantage to the extent that there are no strategically equivalent

resources (Armstrong and Baron, 2007). Human resources in an organisation possess all these characteristics which make it very important in sustaining a competitive advantage in production management.

Conclusion and Recommendations

Firstly, it is concluded that proper job design by the strategic human resource manager ensures that employees have access to incentives as well as enjoy a high quality of work-life, safe working environment. When jobs are carefully designed it allows for effective utilization of employees available in every phase of the production process and such design specify the content of each job in terms of the related task to be carried out.

Secondly, this study has proven that when labour is adequately planned for they have a sense of belonging, enjoy employment stability, insurance against hazards while carrying out the various production functions. The organization in itself is able to manage both hiring and termination cost, set labour wage premium to entice personnel and also holding employment constant so that the production functions are kept going

Lastly, organizations that have a set labour standard which stipulate the amount of time required to perform a job enables its employees to be productive. The organization should establish its labour standard on the basis of historical data, work sampling, and time measurement so as to fully utilize its labour (employee) while providing for training & development programmes, conducive working environment and give incentives to employees.

On the basis of the conclusion made, it is recommended that the organisation focus should be placed on the design of jobs to be done, job specification and work environment, which will, in turn, affect the production department positively and the employees as well enjoy job enlargement and job enrichment.

Secondly, labour should be effectively and efficiently planned for in any organization which is very cogent to the day to day running of the production unit. There should be clearly stated staffing policies as well as ensuring job security of employees and schedule work such as employees know what to do, and how to do it.

Finally, labour standard should be established to help specify the labour required for a given level of production once jobs have been designed on the basis of the previous/past record, efficient time measurement and so on. When there is a set standard, action should be taken to compare actual performance with the standard and proper control measures be applied.

Further research is as well recommended on the relationship between strategic human resource and production management.

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