Human Resource Management, Civil Service and Achieving Management Objectives

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ABSTRACT: *The most common argument, in both the academia and commercial is that human resource management in the civil service is inefficient and ineffective and cannot achieve management objectives; this assertion is misleading and has resulted to poor performance in the sector, because even employees and their employers in the sector lack confidence, as a result of the negative publication made on the subject matter, contrary to this view, the review reveals and suggest that human resource management can achieve management objectives in the civil service, the application of the practice (human resource management) in civil service is the critical issue at stake but with appropriate application of human resource management practice in the civil service, will accord managerial success in achievement of management objectives in the organization and have organizational excellence. The review bring to fore side by side the functional areas of human resource management practice with the civil service as a system, that can accommodate and actualizes the practice into the system effectively and efficiently .*

Keywords: *Human Resource Management, Civil Service and Management Objectives*

I. INTRODUCTION

Human resource management (HRM) is a nucleus element of any service, but especially so in civil service organizations, whose employees are often their most valuable resource. However, until now there has been little information readily available in the form of key texts, which explore this important topic. Now, this outstanding book tackles the subject head on, bringing together cutting-edge research on HRM in the public sector from a range of respected international authors. It covers such key issues as: i) the relationship between HRM and organizational performance ii) managing cultural change and the work-life balance.(Beattie and Waterhouse, 2013)

The bureaucratic and the management principle of public sector practice and activity make the entire process more complex and resulting to misleading assertion that human resource management is inefficient ineffective in the civil service, human resource management is the blood that follow in the vein of every service which civil service is not an exceptional to the principle of practice, what distinguish the ways in which the two importance variables (human resource management and civil service) is the knowledge and capacity of the human resource managers to implement the practice appropriately, that does mean that HRM is ineffective in the civil service. We will gladly review the two important variables and how they correlate to each other and result to achieving management objectives below.

II. HUMAN RESOURCE MANAGEMENT

Human resource management (HRM) is a management methodology that involves the establishment and execution of policies, programs and procedures that influence the performance, capabilities and loyalty of the employees of an organization (Deci, 2010). From a managerial perspective, HRM argues for the need to establish an integrated series of personnel policies to support organizational strategy (Huczynski, 2004). As such, HRM entails planning, implementing and managing recruitment, as well as executing selection, training, career and organizational development initiatives within an organization (Shumen, 2009).

The goal of HRM is to maximize the productivity of an organization by optimizing the effectiveness of its employees while simultaneously improving the work life of employees and treating employees as valuable resources (Shumen, 2009). As such, HRM consists of a series of policy choices about how to treat, pay and engage employees, which will impact and condition the nature of the employment relationship as different outcomes in the employee's commitment, competence and cognizance with organizational goals (Veres, 2000). Through HRM policies and procedures, individuals are attracted, retained, motivated and developed to perform the work of an organization (Deci, 2010). Likewise, each policy choice presents the decision maker with a distinctive cost and benefit alternative (Veres, 2000). Hence, HRM policies and procedures help the organization to mould and shape the actions of its employees to operate successfully, comply with various

public policies, provide satisfactory quality of employment and improve its position in the market place through the strengthened ability to compete and serve (Deci, 2010).

As long as there are shortfalls of expectation between the employed and the employer in an organizational set-up, the success of such an organization could be in jeopardy (Gary, 1994). The management of human resources is one of the most complex aspects in organizational set-up that requires reviewing previous achievement records to serve as point of reference (Guest, 2004). The influence of HRM on performance depends upon the employee's response to HRMpractices, so the influence will move in the direction of the impression of HRM practices upon the employee (Guest, 2004).

Storey (1992) submits five functional areas of the human resource management and explains them as follows:

(a)   Staffing: the ability to obtain people with appropriate skill, knowledge, and experience to fill up jobs. In work organization this has to do with planning, job analysis, recruitment and selection.

(b)   Rewards: design and administration of reward systems, include job evaluation performance appraisal and benefits.

(c)   Employee development training requirement preparing employees to obtain knowledge and skill relevant to their jobs.

(d)   Employee's maintenance: the administration and monitoring of workplace safety, health and welfare policies to retain competent workforce policies and comply with statutory standard and regulation.

(e)   Employee relations: employee's involvement and participation scheme in union or non-union place.

Staffing: refers to the umbrella process of filling the organization's manpower needs, i.e. (i) recruiting: the process of attracting qualified applicants in sufficient quantify to meet manpower needs; and (ii) selection: the process of collecting information from applicants about their qualification so that a hiring decision can be made (Legge, 2005). When done effectively, the staffing recruitment and selection process provides a flow of qualified individuals for filling open positions within the organization on a timely and effective basis; but when done poorly, the staffing process can result in delays, excessive cost, poor matches between worker skills and job requirements, high turnover and legal challenges (Campbell, 1990). Each function has its own role to play in HRM, where if it is disregarded, will affect the organizational set-up (Legge, 2005). Hence, planning and controlling the staffing and selection process is a vital means by which organizational productivity can be improved (Campbell, 1990). Among the best practices of staffing and employee selection include keeping records of the best performance of the organization and providing training as a complement to selection practices through which the organizational culture and employee behavior can conform to significant results (Huselid & Becker, 2011).

Rewards: The basic principles of HRM are dependent on the development goals of an organization, and for these goals to be met, workers must be treated with incentives in order to be motivated to produce the required results that will benefit the organizations they are working with (Sung, 2005). Thus, compensation may be used as a behavior mechanism for employees as part of the organization's business strategy, while career planning is a tool that anchors strategy with future human resource needs and helps employees to strive for their personal development (Singh, 2004). In addition, compensation policy choices to pay either at the low, average, or high end of the labor market have rather dramatic implications on employee commitment to the organization and for costs to the employer; as such the functional rationale for effective management of human resources should be to identify and implement those policies, programs, and procedures that would yield the desired levels of loyalty, skill and direction in the most cost-effective manner possible (Veres, 2000).

Employee development and training: Training can also be used as a tool for developing knowledge and skills to enhance an individual's performance based upon the criteria of efficiency and effectiveness, besides achieving competitiveness and productivity (Cooke, 2000). Additionally, HRM helps an organization to meet its strategic goals by not only attracting and maintaining employees, but also to manage them effectively and efficiently (Bratton & Gold, 2001), and to rebuild these employees through further training in order to increase their capabilities for maximum productivity (Wall, 2005). In addition, personnel remolding through training prepares individual employees to climb the organizational ladder (Meggision, 1992), and helps to develop teamwork, which includes working together in handling emergency and non-emergency situations (Cooper, 1998).

Employee maintenance: Human resource management encompasses efforts to promote personal development, employee satisfaction and compliance with employment-related laws (Shumen, 2009).
Human resource management uses techniques that compel managers to specify their goals so that these goals can be understood and undertaken by the workforce, and managers can provide the resources needed for

employees to successfully accomplish their assignments (Armstrong, 2006). Therefore, HRM is also seen by many to play a key role in risk reduction within organizations (Armstrong, 2006).

The HRM function is of particular importance in today's post-industrial economic system which is shifting from machines and equipment to the knowledge of the workers in manipulating and handling of such machines and equipment (Bell, 1972; Schneider & Brown, 1993). Service has replaced production as the driving force in the economy, and the prominent way that value is added is through the expertise of knowledge workers and service providers, furthers emphasizes the importance of tapping the full talents of all employees in the organization through the skillful adoption and use of HRM policies as a significant channel through which the performance of the organization may be directed (Chiavenato, 2001).

Furthermore, Clark (2000) sees HRM as the only program of its kind that recognizes the importance of aligning the human resources executives, which will have a direct impact on the performance of the organization through the careful management of its talent portfolio. The program aids the executives to energize the business partnership between human resources and the executive team, in order to strengthen the bottom line.
HRM is complex because it requires balancing between both the employee and the employers in an organization, and where this balancing is not maintained in the face of the changing society, the organization in question could be grounded instead of progressively achieving its goals and objectives (Williamson & Zeng, 2004).

Several large scale studies have proven that HRM is a critical driver in an organization's financial performance; hence, it is imperative for human resource and other leaders to understand the critical nature and utmost importance of understanding the effectiveness of all human resource activities in creating value for the organization (Ramallah, 2003). The maximization of profit through enhanced productivity is used as a yardstick for measuring growth in an organization because productivity can only be achieved by having efficient workforce (Effiong, 1995). An organization cannot sustain itself without effective HRM principles, and successful organizations are the ones that are able to adopt the most needed norms and principles of sustainable HRM globally (Sims, 2002).

For an organization to stand firm in the field of business, its management must plan for new strategies that can sustain it in the face of competition, and this include building viable human resource management team, that are goals and result oriented with flexible organization that is willing to accept positive change (Turner, 2002).

Thus the HRM function should provide the right kinds of talent to the organization at the right time by anticipating how the organization must or will change to remain competitive and successful (Jackson & Schuler, 1990), and by assuring a supply of qualified labor in a timely fashion through human resource planning (Ubeku, 1975). Through the comparison of human resource needs with the supply of human resources, future imbalances can be noted and appropriate actions to remedy those problems can be prescribed (Jackson & Schuler, 1990). Organizations fail to achieve growth when they fail to supply the right kind of talent at the right time for the right job (Ubeku, 1975); thus human resource, when properly and professionally managed, would result in positive organizational growth because the growth of an organization depends on the sustainability of its human resource (Cladly, 1998). Moreover, Wright (1998) argues that the objective of HRM is to maximize the return on investment from the organization's human capital and to minimize financial risk; hence, it is the responsibility of human resource managers to conduct these activities in an effective, legal, fair and consistent manner; where consistency is indicative of the sustainability of the organization's HRM practice.

Boxall and Purcell (2003) suggest that HRM has now become the most popular term in the English-speaking world to refer to the activities of management in employee relationship, propelling rapid growth that meets the organization's objective within the allocated time. When employees' performance is recognized and rewarded on time (Handy, 1993) and employees' needs are met, they change the phase of the organization or grow the organization, thereby increasing the return on investment (Matthew & Ogbonna, 2009). To create feelings of approval, organizations should take an active interest in employees' problems, praising them at appropriate occasions, while undertaking imaginative leadership, as well as developing and demonstrating an obsession for quality (Handy, 1993).

Nevertheless, Budhvarl (2002) warns that the principles of HRM in the developed world hardly work in the developing world. Therefore he suggests the remodeling of some principles of HRM for the developing world in the context of the environment they are to operate.

III. CIVIL SERVICE

According to Encarta World English Dictionary (1999), the civil service is an employment system that is structured on hiring, retaining and promoting employees on their qualifications and ability to the work. It can be view also as the branch of governmental service in which individuals are employed on the basis of professional merit as proven by competitive examinations, the body of employees in any government agency

other than the uniform employees the force. Those employees in the civil service are referred to as civil servant or public servant

Civil servant or public servant is a person in the public Sector employed for a government department or agency. The extent of civil servants of a state as part of the "Civil Service" varies from country to country

The Civil Service is the administrative bureaucracy which occupies an essential position in the political system of nations. Throughout the world, the contributions of Civil Service in promoting sustainable and equitable economic growth are receiving increasing attention. Efficient and effective management of the Civil Service are critical to sustainable socio-economic development of a nation (Anazodo, Okoye & Chukwuemek, 2012)

Anazodo, Okoye & Chukwuemek,(2012) cited Bezzina (1994) declares that Civil Service refers to employees selected and promoted on the basis of a merit and seniority system, which may include examination. This implies an operation system that follow due process established hitherto by a recognize body to adhere to in the day to day activities of the system. The World Book Encyclopedia (2004), categorically state that the Civil Service consists of people employed by the state to run the public service of a country and the state here referred to government that has bureaucracy that is seriously monitor by an established commission called the civil service commission. This commission is a regulatory body of the civil service which is more of human resource management,

In more preferred way the civil Service Hand book (1997) describes civil service as a organization or system which enjoys permanence of existence. Its employees are not subjected to a inadequate term of office this implies time during for the services to be rendered. Civil service Handbook makes it clear that employees of the service must command a pool of experience and technical know-how for implementing government policies.

Civil Service Rules the civil service is guided by a set of rules and regulations for the conduct of its members in achieving its set goals in national development. The civil service as an system of government is functional through the activities of individuals who make up the body.

The performance of the body is determined by the efficiency of the body parts or components. In this respect, the efficiency of the civil service is based on the conduct and attitude of the staff. For the staff to be efficient there must be guiding principles for everyone. Accordingly, the civil service has both rules for "dos and don'ts" as code of ethics to guide the conduct of its members. (civil handbook, 1997).

IV.   HUMAN RESOURCE MANAGEMENT IN THE CIVIL SERVICE

Human Resource Management (HRM) is core of personnel management in the civil service, is of innermost significance to every nation civil service, as they strive to govern well and deliver services effectively. The evolution of HRM in the civil service from personnel administration to more strategic management has transformed complex views of the enterprise to ones that are more organic, interactive and collaborative this has given to the fullest the practice of human resource management in the civil service. Structural forms, though still widely present and indeed, reinforced, by civil service systems are now viewed as necessarily more flexible and pliant. At the same time, it is the nearly universal experience that these old forms remain highly resistant to change and pose a continuing challenge. Issues of leadership, performance, reward and expertise have been heightened by rapid technological change and information exchange. Reform of civil service systems has occurred or been attempted in most nations of the world, with only modest success in most case yet is an attempt to claim that HRM has a more place in the civil service than before. Issues of ethics and corruption plague many nations. And yet, the people of the public service are arguably the most important resource of government are the human resource because their vast contribution to the service , it be then inappropriate for a paper to suggest total failure of the human resource management in the civil service without any remorse (Anazodo, Okoye & Chukwuemek, 2012)

V.   STAFFING IN THE CIVIL SERVICE

It is the goal of the Staffing Division to provide processes and policies that enable state agency managers to fill vacant positions with highly qualified applicants in a timely fashion and in accordance with legal and professional standards or through pass an examination. Through ongoing administration and training in Staffing rules, policies, and the civil service, Careers system, as well as the administration of written tests to job candidates, Staffing consultants strive to assist state agencies in meeting their hiring needs so that quality services may be delivered to citizens

VI.   REWARDS IN THE CIVIL SERVICE

A properly developed reward strategy provides a financial and non-financial package to encourage existing employees to stay with an organization, and attract new people to join it. As different sections of the workforce, and people at different stages of their careers, will be motivated by a different combination of rewards, a well-designed package will be tailored to meet these varying needs.

The pay assigned to a particular position is determined by government – often on the advice of an independent pay commission that takes into account the content, experience and skills necessary for each job, and market comparators. The process often involves extensive collective bargaining by employees' unions. Government plays two roles in this process: that of employer and manager of the economy; and must strike the balance between fair remuneration for employees and public accountability for expenditure on civil service pay. Civil service salaries are revised upwards most time. The pay determination process also reflects changing priorities of a government. At times this has entailed deliberately offering high salaries. (Chew 1993). The purpose of pay is to compensate the employee for work done, to motivate the employee to perform well and to retain the employee avoiding the need for expensive recruitment and training

VII.   EMPLOYEE DEVELOPMENT AND TRAINING IN CIVIL SERVICE

Competencies are a critical tool in workforce and succession planning. At a minimum, they are a means to: Identify capabilities, attitudes, and attributes needed to meet current and future staffing needs as organizational priorities and strategies shift, and Focus employee development efforts to eliminate the gap between capabilities needed and those available(cladly 1998).

With diminishing resources and increasing demands, effective development and utilization of human capital is just as critical to State agencies ' successful delivery of services as state-of-the-art skill. We need the right people with the right competencies at the right time, in conjunction with having the right systems and technology. Agencies want to be more systematic in training and developing employees. This will ensure that development efforts are better targeted to meeting agency needs, can be directly linked to results, and make more efficient use of scarce training resources. "Results" is the key word. In any enterprise, resources are invested to produce desired or expected results. In building competency models, we need to identify competencies that will improve results, making it worth investing in their development and use (storey 1992).

VIII.   EMPLOYEE MAINTENANCE IN CIVIL SERVICE

Human resource management encompasses efforts to promote personal development, employee satisfaction and compliance with employment-related laws (Shumen, 2009) this concur with the civil rules which is a guide to civil service delivery, the service of the government is mindful of compliance of the rule , it implies that all rules of employees maintenance is adhere to, which result to effectiveness and efficiency of the HRM in the civil service, contrary to the earlier assertion.

Human resource management in civil service uses techniques that compel managers to specify their goals so that these goals on staff maintenance so that can be understood and undertaken by the workforce, and managers can provide the resources needed for employees to successfully accomplish their assignments (Armstrong, 2006). Therefore, HRM is also seen by many to play a key role in risk reduction within organizations because staff needs is always brought to fore by adequate rule as enshrined by the civil service rule (Armstrong, 2006).

The HRM function is of particular importance in today's civil service system which is shifting From outdated practice to more of human capital development, the knowledge of the workers in manipulatingand handling the civil service system is now fundamental (Sung, J. and Ashton, D. (2005) Furthermore, Clark (2000) sees HRM as the only program of its kind that recognizes the importance of aligning the human resources executives, which will have a direct impact on the performance of the organization through the careful management of its talent portfolio. The program aids the executives to energize the business partnership between human resources and the executive team, in order to strengthen the bottom line which truth interplay of values in the civil services. It is very clear that to achieve management objectives in the civil service depend largely on the approach of human resource management as a driven force,(Storey, 1989)

IX.   CONCLUSION

Having analyze the human resource management in the civil service, and proven that its can achieving objectives contrary to the assertion that human resource management is ineffective in the civil service, the Government's management of human resources is a planned approach to managing people effectively for performance. It must aims to establish a more open, flexible and caring management style that will encourage and enable staff to do their best to support the department's mission, to achieve this aim, the following principles have been adopted: The Government should be a good employer; People are most important asset; Staff are recruited and their careers are managed on the basis of merit; Staff should take their share of

responsibility for developing their own potential; Staff management is the responsibility of all managers; and Plans drawn up by departments to manage their human resources must be guided by the department's plans and objectives.

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