STRATEGIC HUMAN RESOURCE MANAGEMENT:
A NEW THEORETICAL DIRECTION

BY
ANIETIE E. EFI
EDIDIONG D. EKPENYONG

Abstract
Strategic human resource management is the approach an organization wishes to pursue in order to achieve its goal through people. In this study effort was made to examine human resource management strategies and goal attainment in 12 selected companies; 2 from each of the (6) states in the south-south Nigeria. The survey and purposive sampling method was adopted for the study. Data for this study were collected mainly through questionnaire carefully designed and administered to the respondents, as well as oral interviews. Tables, simple percentages, Pearson product moment of Correlation and simple regression were adopted as analytical tools for this study. Five hypotheses were formulated and tested using the Pearson product moment for correlation and simple regression model. All the null hypotheses were rejected and the alternate accepted. Our findings show that there is a positive significant relationship between human resource management strategies and goal attainment in the selected companies. Also, human resource management strategies contribute significantly to goal attainment in the organization. Thus, it is concluded from the study that the inability of most organization to attain their goals is due to exogenous variables which is outside the control of the organization. Finally, it is recommended from the study that line managers and supervisors should be involved in the formulation of human resource management strategies because they are the real people involved in the implementation of these strategies. The open system method of appraisal should be adopted and group incentive scheme should be abolished. Employees should be rewarded based on personal effort and result. The internal and external environment should be taken into consideration when formulating and implementing human resource management policies.

Introduction

Strategy determines the direction in which the organization is going in relation to its environment. It is the process of defining intentions and allocating or matching resources to opportunities and needs, thus achieving strategic fit between them. Cappelli (1999) observed that business strategy is concerned with achieving competitive advantage. The effective development and implementation of strategy depends on the strategic capability of the organization, which will include the ability not only to formulate strategic goals, but also to develop and implement strategic plans through the process of strategic management. By way of definition, HRM strategies is an approach to making decisions on the intentions and plans of the organization concerning the employment relationship and its recruitment, training and development, performance management, reward and employee relations strategies, policies and practices Purcell, (1999). It is the overall direction the organization wishes to pursue in order to achieve its goals through people.

The fundamental aim of strategic human resource management is to generate strategic capability by ensuring that the organization has the skilled, committed and well motivated employees it needs to sustained competitive advantage. Its objective is to provide a sense of direction in an often turbulent environment so that the business needs of the organization and the individual and collective needs of the employees can be met by the development and implementation of coherent and practical human resource policies and programs (Tyson, 1997). Implementing a strategic human resource management system requires instituting a comprehensive human resource strategy, Boxall and Purcell (2003). This plays a vital role in the achievement of the organizations overall strategic

objectives. It visibly illustrates that the human resource function fully understands and supports the direction in which the organization is moving. In essence the human resource strategy should aim to capture 'the people element' of what the organization is hoping to achieve in the medium to long term, ensuring that it has the right people in place, it has the right mix of skills, employees display the right attitudes and behaviours and are developed in the right way.

Statement of the Problem
Many successful companies see their employees as their major source of competitive advantage, thus they structure work and design training, performance management, reward, training and development strategies to help members of the organization to succeed in achieving desired goals. In other words, they integrate and align human resource management policies and practices to reinforce employee behaviours that can best communicate and realize the leader's strategic intent, (Armstrong, 1996). Paramount to the attainment of goals is the committal of scarce resources with the expectation of some return or benefits. Many times these expectations are not realized. A careful observation of the trend in the country shows clearly that several organizations, especially public organizations never produce the expected result in spite of the enormous resources committed into such organizations.

Accordingly, Gratton (1999) observed that in spite of the huge investment made by business organizations in human resource development, the rate at which business firms achieve their strategic goals is relatively low. This calls to question whether or not strategic human resource management does contribute to the attainment of goals as expected. Can it be that human resource management policies and the attainment of goals are not correlated? Does the organization mismatch people with skills and jobs? Are the employees not effectively appraised and adequately rewarded? Are the employees not effectively trained and developed in line with the goals of the organization? It is against this background that this paper seeks to examine the relationship between strategic human resource management and goal attainment and to also investigate the contribution of strategic human resource management policies to goal attainment in selected companies in south-south Nigeria.

Objectives of the Study
The main objective of this paper is to investigate HRM strategies and how it affects goal attainment in some selected companies in south-south Nigeria. Specific objectives of this study include the following; to:
- determine the contribution of recruitment/selection strategy to goal attainment in the selected companies.
- determine the extent to which performance management strategy contributes to goal attainment in those companies.
- determine the contribution of reward strategy to goal attainment in those companies.
- determine the contribution of training and development strategy to the attainment of
- goals in those companies.
- examine the relationship between strategic human resource management strategies and goal attainment in the selected companies.

Literature Review

Strategic human resource development involves introducing, eliminating modifying, directing and guiding processes in such a way that all individuals and teams are equipped with the skills, knowledge and competences they require to undertake current and future tasks required by the organization (Armstrong, 2006). According to Kazmi,(2008) objectives or goals describe something that has to be accomplished. Objectives setting that result in an agreement on what the role holder

has to achieve is an important part of the performance management processes of defining and managing expectations and forms the point of reference for performance reviews (Latham and Locke, 1979). Armstrong and Baron (2004) observes that many organizations use the following **SMART** mnemonic to summarize the criteria for objectives, where **S** = Specific/stretching; clear, unambiguous, straightforward, understandable and challenging. **M** = Measurable; quantity, quality, time, money. **A** = Achievable; challenging but within the reach of a competent and committed person. **R** = Relevant; relevant to the objectives of the organization so that the goal of the individual is aligned to corporate goals. **T** = Time framed; to be completed within an agreed timescale.

The concept of strategy is central to understanding the process of strategic human resource management. The 'term strategy' is derived from a greek word strategos, which means generalship – the actual direction of military force. Literally, therefore, the word 'strategy' means the art of the general Kazmi, (2008). In business parlance, there is no definite meaning assign to strategy. In simplified terms, a strategy is the means to achieve objectives.

Recruitment/Selection Strategy
Recruitment is the process of finding and engaging the people the organization needs. Selection is that part of the recruitment process concerned with deciding which applicants or candidate should be appointed to jobs. The number and categories of people required may be set out in formal human resource or Workforce plans from which are derived detailed recruitment plans. Robertson and Smith (2001) maintains that requirements are typically expressed in the form of ad hoc demands for people because of the creation of new posts, expansion into new activities or areas, or the need for a replacement. Requirements are set out in the form of job descriptions or role profiles and person specifications. These provide the information required to draft advertisements, post vacancies on the Internet, brief agencies or recruitment consultants, and assess candidates by means of interview and selection tests. For recruiting purposes, the profile is extended to include information on terms and conditions (pay, benefits and hours of work), special requirements such as mobility; travelling or unsocial hours, and learning, development and career opportunities. The recruitment role profile provide basis for a person specification. A person specification, also known as a recruitment or job specification, defines the knowledge, skills and abilities (KSAs) required to carry out the role and the education, training qualifications and experience needed to acquire the necessary KSAs.

The aim of selection according to Taylor, (2008) is to assess the suitability of candidates by predicting the extent they will be able to carry out a role successfully. It involves deciding on the degree to which the characteristics of applicants in terms of their competencies, experience, qualifications, education and training match the person specification. It also involves using this assessment to make a choice between candidates. Selection tests are used to provide valid and reliable evidence of levels of abilities, intelligence. Personality characteristics, aptitudes and attainments. They typically supplement the information obtained from an interview. Wood and Payne, (1998) divides selection tests into two broad categories, namely measures of typical performance such as personality inventories that do not have right or wrong answers, and measures of maximum performance that measure how well people can do things, how much they know and the level of their ability, and ask questions for which there are right or wrong or good or bad answer.

Performance Management Strategy
Performance management is a systematic process for improving organizational performance by developing the performance of individuals and teams. It is a means of getting better result by understanding and managing performance within an agreed framework of planned goals, standards and competency requirements, (Armstrong 2006). As Weiss and Hartle (1997) commented, performance management is: 'A process for establishing a shared understanding about what is to achieved and how it is to be achieved, and an approach to managing people that increases the

probability of achieving success'. Performance management is a planned process of which the five primary elements are agreement, measurement, feedback, positive reinforcement and dialogue. It is concerned with measuring outcomes in the shape of delivered performance compared with expectations expressed as objectives (management by objectives).

It provides the setting for ongoing dialogues about performance, which involves the joint and continuing review of achievements against objectives, requirements and plans. It is also concerned with inputs and values. The inputs are the knowledge, skills and behaviours required to produce the expected results. Developmental needs are identified by defining those requirements and assessing the extent to which the expected levels of performance that have been achieved through the effective use of knowledge and skills and through appropriate behaviour that upholds core values. As Davenport (1999) emphasizes performance management should be something that is done for people and in partnership with them.

It is based on the principle of management by contract and agreement rather than management by command. It relies on consensus cooperation rather than control or coercion. Performance management focuses on future performance planning and improvement and personal development rather than on retrospective performance appraisal (Armstrong, 2006). It functions as a continuous and evolutionary process in which performance improves over time. It provides the basis for regular and frequent dialogues between managers and individuals about performance and development needs based on feedback and self-assessment.

The improvement of performance is a fundamental part of the continuous process of performance management. The aim should be the positive one of maximizing high performance although this involves taking steps to deal with under-performance. When managing under-performers remember the advice given by Handy (1989), which was that this should be about applauding success and forgiving failure: He suggests that mistakes should be used as the opportunity for learning - 'something only possible if the mistake is truly forgiven because otherwise the lesson is heard as a reprimand and not as an offer of help'.
Measuring performance is relatively easy for those who are responsible for achieving quantified targets, for example sales. It is more difficult in the case of knowledge workers, for example scientists. But this difficulty is alleviated if a distinction is made between the two forms of results — outputs and outcomes. An output is a result that can be measured quantifiably, while an outcome is a visible effect that is the result of effort but cannot necessarily be measured in quantified terms.

When dealing with poor performers, note should be made of the following comments Risher (2003): 'Poor performance is best seen as a problem in which the employer and management are both accountable In fact, one can argue that it is unlikely to emerge if people are effectively managed'. Managing under-performers is therefore a positive process that is based on feedback through-out the year and looks forward to what can be done by individuals to overcome performance problems and, importantly, how managers can provide support and help. The five basic steps required to manage under-performers as identified by Armstrong (2006) are; Identify and agree with the problem, establish the reason(s) for the short fall, decide and agree on the action required, resource the action, monitor and provide feedback.

Training and Development Strategy
Training and development strategy should be business led in the sense that it is designed to support the achievement of business goals by promoting human capital advantage. Should also be people-led, which means taking into account the needs and aspiration of people to grow and develop.

Achieving the latter aim, of course, supports the achievement of the former. Training and development strategy is underpinned by a philosophy and its purpose is to operationalize that philosophy, Harrison (2005). Training is the use of systematic and planned instruction activities to promote learning. The approach can be summarized in the phrase 'learner-based training'. It is one of several responses an organization can undertake to promote learning. As Reynolds (2004) points out, training has a complementary role to play in accelerating learning: 'It should be reserved for situations that justify a more directed, expert-led approach rather than viewing it as a comprehensive and all-pervasive people development solution. He also commented that the conventional training model has a tendency to 'emphasize subjects specific knowledge, rather than trying to build core learning abilities.

Development takes the form of learning activities that prepare people to exercise wider or increase responsibilities. In development programmes there is an emphasis on self-directed learning. The various types of training identified by Benabou(1996) are; Manual skills, including modern apprenticeships IT skills, team leader or supervisory training; management training, Interpersonal skills, e.g leadership, team-building, group dynamics, neuro-programming; Personal skills, eg assertiveness, coaching, communicating, time management.
Training in organizational procedures or practices, eg induction, health and safety performance management, equal opportunity or managing diversity policy and practice.

Reward Management Strategy
Reward management is concerned with the formulation and implementation of strategies and policies in order to reward people fairly, equitably and consistently in accordance with value to the organization. It deals with the development of reward strategies and the design implementation and maintenance of reward systems (reward processes, practices and procedures) which aim to meet the needs of both the organization and its stakeholders (Armstrong 2007). Reward can be regarded as the fundamental expression of the employment relationship. Reward strategy is a declaration of intent which defines what the organization wants to do in the longer term to develop and implement reward policies, practices and processes which will further the achievement of its business goals and meet the needs of its stakeholders. It provides a sense of purpose and direction and a framework for developing reward policies, practice, and process. Brown (2001) noted that reward strategy is underpinned by a reward philosophy which expresses what the organization believes should be the basis upon which people are valued and rewarded. The various reward packages are: Base or basic pay, Contingency pay, Employment benefits, bonus Schemes and share option schemes for senior executives.

The base or basic pay is the amount of pay (the fixed salary or wage) that constitutes the rate for the job. It may be varied according to the grade of the job or, manual workers, the level of skill required. Base pay will be influenced by internal and external relativities. The internal relativities may be measured by some form of job evaluation. External relativities are assessed by tracking market rates. Alternatively, levels of pay may be agreed through collective bargaining with trade union or by reaching individual agreements.
Base pay may be expressed as an annual, weekly or hourly rate. For manual workers this may be an hourly rate which is called a time rate. Allowances for overtime, shift working, unsocial hours or increased cost of living may be added to base pay. The basic rate may be adjusted to reflect increases in the cost of living or market rates by the organization unilaterally or by agreement with a trade union. Contingency Pay is the additional financial rewards provided that are related to performance, competence, contribution, skill or service in the grade. These are referred to as 'contingent pay'. Contingent payments may be added to base pay, ie 'consolidated'. If such payments are not consolidated ie paid as cash bonuses) they are described as 'variable pay'.

Employee benefits include pensions, sick pay, insurance cover, company cars and a number of other 'perks'. They comprise elements of remuneration additional to the various forms of cash pay and also include provisions for employees that are not strictly remuneration, such as annual holidays. Typically, bonus payments are linked to achievement of profit and/or other financial targets and they are sometimes 'capped', ie a restriction is placed on the maximum amount payable. There may also be elements related to achieving specific goals and to individual performance. Many companies have share option schemes, which give directors and executives the right to buy a block of shares on some future date at the share price ruling when the option was granted. They are a form of long-term incentive on the assumption that executives will be motivated to perform more effectively if they can anticipate a substantial capital gain when they sell their shares at a price above that prevailing when they took up the option.

Theoretical Framework
One the popular theory applied to the strategic human resource management research is the resource-based theory of the firm (Barney 1991: Davenport, (1999): Penrose, (1959) Wernerfelt, (1984) comes from the areas of organizational economics and strategic management. Since the birth of strategy as a recognized area in the field of management, industrial organization strategists have relied primary on a single framework (strengths, weaknesses, opportunities and threats) to structure their research (Barney, 1991). Major contributions to the strategy literature have centered on the externally focused portions of this competitive advantage model (Porter, 1980 and 1985). They maintain that a firm's strategy which is externally focus depends on the resource capability of the organization.

Another popular set of theory applied to the SHRM is the behavioural perspective theory which has its roots in contingency theory Cappelli, (1999). The theory focuses on employee behaviour as the mediator between strategy and firm performance. It assumes that the purpose of various employment practices is to elicit and control employee attitudes and behaviours. The specific attitudes and behaviours that will be most effective for organizations differ, depending upon various characteristics of organizations, including the organizational strategy. Thus, in the context of strategic human resource management, these differences in role behaviours required by the organization's strategy require different human resource management practices to elicit and reinforce those behaviours.

Another set of popular theoretical model being applied to strategic human resource management research is the use of cybernetic systems models Boulding (1956). Cybernetic models vary in their treatment of the system. Open systems models are based on the general systems models Von Bertalanffy (1950), and hold that organizations can be described as input, throughput, output systems involved in transactions with a surrounding environment and was one of the human resource management researchers to apply the systems model to human resource management practices. He discussed strategies for turnover by relying on Thompson' (1967) input-throughput-output model of how organizations structure and control behaviour. He used this model to generate various alternative programs that would manage the turnover process in organizations.

Similarly, Walton (1985) used an open systems model of the human resource system for generating human resource management strategies. They proposed that the inputs in the human resource system are competencies (i.e. skills and abilities) of the individuals in the organization that the firm must import from it external environment. The throughput process can be characterized by the behaviours of those individuals in the organizational system. Finally, the outputs consist of both performance (e.g. productivity) and affective outcomes (e.g. job satisfaction). Using this model, they argued that strategic human resource management consists of two general responsibilities: competence management and behaviour management.

Another Theory is the goal theory, as developed by Latham and Locke (1979) highlights four mechanisms that connect goals to performance outcomes: 1) they direct attention to priorities; 2) they stimulate effort; 3) they challenge people to bring their knowledge and skills to bear to increase their chances of success; and 4) the more challenging the goal, the more people will draw on their full repertoire of skills. This theory underpins the emphasis in performance management on setting and agreeing objectives against which performance can be measured and managed. Control theory focuses attention on feedback as a means of shaping behaviour. As people receive feedback on their behaviour they appreciate the discrepancy between what they are doing and what they are expected to do and take corrective action to overcome the discrepancy. Feedback is recognized as a crucial part of performance management processes.

Social cognitive theory was developed by Bandura (1986). It is based on his central concept of self-efficacy. This suggests that what people believe they can or cannot do powerfully impacts on their performance. Developing and strengthening positive self-belief in employees is therefore an important performance management objective. Reinforcement theory expresses the belief that changes in behaviour take place as a result of an individual's response or events stimuli and the ensuing consequences (rewards or punishments). Individuals can be conditioned to repeat the behaviour by positive reinforcement in the form of feedback and knowledge of results. This process is known as 'operant conditioning (Armstrong 1996).

Gagne (1977) later developed his stimulus-response theory, which relates the learning process to a number of factors, including reinforcement, namely: drive, - there must be a basic need or drive to learn; stimulus - people must be stimulated by the learning process; response -people must be helped by the learning process to develop appropriate responses, ie the knowledge, skills and attitudes that will lead to effective performance; reinforcement - these responses need to be reinforced by feedback and experience until they are learnt. Cognitive learning involves gaining knowledge and understanding by absorbing information in the form of principles, concepts and facts and then internalizing it. Learners can be regarded as powerful information processing machines.

People are active agents of their own learning (Reynolds *et al,* 2002). Experiential learning takes place when people learn from their experience by reflecting on it so that it can be understood and applied. Learning is therefore a personal 'construction' of meaning through experience. 'Constructivists' such as Rogers (1983) believe that experiential learning will be enhanced through facilitation - creating an environment in which people can be stimulated to think and act in ways that help them to make good use of their experience. Social learning theory states that effective learning requires social interaction. Wenger (1998) suggested that we all participate in 'communities of practice' (groups of people with shared expertise who work together) and that these are our primary sources of learning. Bandura, (l986), views learning as a series of information-processing steps set in train by social interactions.

Other things being equal, if there is a surplus of labour and supply exceeds the demand, pay levels go down; if there is a scarcity of labour and demand exceeds the supply pay goes up Mc Cornell and Brue (1996). Firms will pay more than the market rate because they believe that high levels of pay will contribute to increases in productivity by motivating superior performance, attracting better candidates, reducing labour turnover and persuading workers that they are being treated fairly. This theory is also known as 'the economy of high wages. The owners of a firm (the principals) are separate from the employees (the agents). This difference can create 'agency costs' because the agents may not be as productive as the principals. The latter therefore have to devise ways of motivating and controlling the efforts of the former, (Beer et al 1984). Finally the effort bargain theory, which holds that workers aim to strike a bargain about the relationship between what they regard as a reasonable contribution and what their employer is prepared to offer to elicit that contribution, (Boxall 1996)

Data Set Aand Methodology

The survey and purposive sampling method was adopted for this study. The population of this study is top management staff of 12 selected companies; 2 from each of the (6) states in the south-south Nigeria. The south-south geopolitical zone comprises of six states namely, Akwa Ibom, Rivers, Cross Rivers, Bayelsa, Delta and Edo state. It is located in the heart of the oil rich Niger delta region. Data were collected mainly through questionnaire carefully designed and administered to the respondents, as well as oral interviews. Considering the nature of data and hypotheses, the Pearson Product Moment Correlation (PPMC) was used to test hypothesis one while simple regression model was adopted to test hypothesis two to five. This was made possible through the dummy variable technique. The PPMC model is given as:

$$r = \frac{n\sum xy - \sum x \sum y}{\sqrt{[n\sum x^2 - (\sum x)^2][N\sum y^2 - (\sum x)^2]}}$$

Where:

n = number of observations

x = respondents rating of the relationship between the variables under consideration

y = the total of each of the options rated.

While the simple regression model is given as:

$$y = a + b_{1-4}x_{1-4} + e$$

Where:

y = the dependent variable (goal attainment)

a = constant

b_{1-4} = coefficient of x_{1-4} (independent variables)

x_{1-4} = independent variables (selection, appraisal, reward, training and development)

e = stochastic error

Research Hypotheses

H_1 - There is no positive relationship between strategic human resource management policies and goal attainment in the selected companies.

H_2 - Staff selection does not contributes positively to goal attainment in the selected companies.

H_3 - Performance appraisal does not contribute positively to goal attainment in the selected companies.

H_4 - Reward management does not contribute positively to goal attainment in the selected companies.

H_5 - Training and development does not contribute positively to goal attainment in the selected companies.

Results and Discussion of FIndings

Table 1: **Correlation Summary for SHRM and Goal Attainment**

Variable	A	R	t-cal	t-tab

SHRM and organizational goal attainment	0.05	0.774	29.871* 1.96

*result is significant at 5% level

Strategic human resource management polices and goal attainment (H_1): From the result of the correlation analysis shown in table one, the value of 'r' at 0.05 significance level is 0.77 which is significantly high suggesting that there is a positive significant relationship between the dependent and independent variables. This means that improvement in the successful implementation of human resource management strategies will proportionately results in goal attainment. From table one t-cal > t-tab, we therefore reject the null hypothesis in favour of the alternative. Hence, there is a positive significant relationship between SHRM and goal attainment among the selected companies. Our result is in line with the resource base view of competitive advantage, which Barney, (1991) emphasizes the link between strategy and the internal resources of the firm. Barney maintains that the successful implementation of a firm strategy is a function of the internal resources of the organization. The findings of this study are in accordance with related literature.

Table 2:   Regression Summary for Recruitment/Selection Strategy and Goal Attainment

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate	F-ratio
1	0.812a	0.725	0.612	1.211	5.897

a.   Predictors: (Constant), Sta.Selection

Recruitment/selection strategy and goal attainment (H_2): From the result of our findings as depicted on table two, shows that R = 0.812 and coefficient of multiple determination R2 = 0.725 as well as the adjusted R2 = 0.612 suggesting that selecting and matching the right people with requisite skills to the right jobs contribute positively to goal attainment in the selected companies. Since F-ratio > F-tab (i.e. 5.90 >3.01) we reject the null hypothesis and accept the alternative that staff selection contributes positively to goal attainment in the selected organizations. This is in accordance with Thompsons' (1967) input-throughput-output models of how organizations structure and control behaviour. That the organization select (recruit) from the environment various skill/abilities in line with the objective of the organization. The throughput process can be characterize by the behaviour of those individuals in the organizational system. Finally the output consists of both performance and effective outcomes.

Table 3:   Regression Summary for Performance Management Strategy and Goal Attainment.

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate	F-ratio
2	0.843b	0.714	0.617	1.247	5.431

b.   Predictors: (Constant), PerfAppraisal

Performance management strategy and goal attainment (H_3): From the result on table three R = 0.84 and R2 = 0.71 as well as adjusted R2 = 0.62 which is significantly high. Meaning that performance appraisal contributes positively to goal attainment in the selected companies. F-ratio > F-tab (5.431 > 3.01) we therefore reject the null hypothesis in favour of the alternative which state that staff appraisal contributes positively to goal attainment in the selected companies. From our findings, staff appraisal is being carried out yearly, bi-annually, quarterly and mostly it is usually conducted by the job holders' immediate boss in the selected companies. This enables the organizations to establish formats for improvement. We find out that there are two types of

performance appraisal usually carried out by those companies namely, open and close systems method of appraisal. Under the open system, the appraiser (boss) gets feedback from the appraised (subordinate) by examining the report together. Here, the subordinate is allowed to make comments on the report or contribute his or her own ideas. The close system on the order hand does not give room for subordinate to comment on the report and the report is very confidential.

Performance Management Strategy can be done using the trait and result oriented approach. The trait oriented approach assesses the personal qualities or traits of the individual such as leadership skills, appearance, punctuality, cooperativeness, devotion, honesty etc, while the result oriented approach – results attributable to an individual provide the basis for assessment. For example, mistake or waste rate, sale figure, costs incurred or saved, complaints received etc, may be used to assess the employee. Thus, the role of performance appraisal is to allow for the measurement of unique contributions and provide adequate rewards for individual employee performance. These practices are the means through which the selected companies are able to align employee behaviour with strategic goals of their organizations. Our findings is in line with the behavioural perspective theory. According to Cappelli, (1999) this theory focuses on employee behaviour as the mediator between strategy and the firm performance. It assumes that the purpose of various employment practices is to elicit and control employment attitudes and behaviours. Hence, the need for performance appraisal in order to elicit those attitudes and behaviour needed in the organization.

Table 4:   Regression Summary for Reward Management Strategy and Goal Attainment.

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate	F-ratio
3	0.781[c]	0.664	0.5839	1.516	8.118

c.   Predictors: (Constant), RewardMgt

Reward management strategy and goal attainment (H4): The regression result on table four shows that R = 0.78, R2 = 0.66 while adjusted R2 = 0.58. These values are significantly high, meaning that reward management contributes positively to goal attainment in the selected organizations. Also F-ratio > F-tab, we therefore reject the null hypothesis in favour of the alternative which states that reward management contributes positively to goal attainment. Reward Management Strategy contributes positively to goal attainment in the selected companies. The various reward/compensation policies practiced in these companies are; base compensation, incentive or variable compensation and supplementary compensation. Base compensation includes the basic pay of workers, for example, wages and salaries. When employees' efforts are beyond normal performance level, they are always encouraged and rewarded through incentives. Supplementary compensation includes fringe benefits such as luncheon voucher, canteen services, medical facilities, sick leave or benefits, loans, bonuses, pension schemes etc. The findings show that when employees are adequately compensated for their efforts it motivates them to be committed to their jobs and contributes their best towards organizational goals attainment.

This is in line with the agency transaction cost theory. Transaction costs are the costs associated with negotiating, monitoring, evaluating and enforcing exchanges more efficiently. Beer *et al* (1984) noted that as transaction costs increase, there is a tendency to internalize the transaction through organization. The agency problem exists when one party requires services from another in a situation where uncertainty exist and both parties behave self interestedly. Hence, the need for the reward management system.

Table 5:   Regression Summary for Training/Development Strategy and Goal Attainment

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate	F-ratio

4	0.775^d	0.654	0.511	1.562	6.328

d. Predictors: (Constant), StaffTD

Training/development strategy and goal attainment (H$_5$): From our findings R = 0.77 and R2 = 0.65 as well as adjusted R2 = 0.51 which are all significantly high, suggesting that the training and development programs of the organizations under study contributes positively to goal attainment. Since F-ratio > F-tab we reject the null hypothesis in favour of the alternative which holds that training and development contributes positively to goal attainment. Training and development Strategy contributes positively to the attainment of goals in the selected organizations. The term training usually refers to teaching lower-level or technical employees how to perform their present jobs. Development refers to teaching managers and professionals skills needed for both present and future jobs. The major training program identified in these organizations are job training and rotation. Training involves a trainee being shown or taught the ways a job can be done, he/she is then under the supervision of a qualified trainer. Job rotation takes place when an individual is exposed to several jobs within a job unit, department or the organization. He or she is made to perform a particular job for a specified period of time before changing to another. The major development programs of these organizations are coaching, special programs and understudy. Coaching involves the daily instruction of subordinates by a supervisor or more experienced personnel. It is individualize and is a process of learning by doing. The employees are being coach to perform its duties in support of the goals of the organization. Under special program, professional bodies such as the Nigerian Institute of Management, government agencies such as the Centre for Management Development and universities periodically organize conferences, seminar and workshops for the benefit of management in the selected companies.

Our findings show that employees are trained in line with the goals of these organizations. Training and development strategy should be business led in the sense that it is designed to support the achievement of business goals by promoting human capital advantage. Should also be people-led, which means taking into account the needs and aspiration of people to grow and develop. Achieving the latter aim, of course, supports the achievement of the former. Training and development strategy is underpinned by a philosophy and its purpose is to operationalize that philosophy, Harrison (2005).

Summary, Recommendations and Conclusion
In summary, effort was made to examine human resource management strategies and goal attainment in 12 selected companies; 2 from each of the (6) states in the south-south Nigeria. The survey and purposive sampling method was adopted for the study. Data for this study were collected mainly through questionnaire carefully designed and administered to the respondents, as well as oral interviews. Tables, simple percentages, Pearson product moment of Correlation and simple regression were adopted as analytical tools for this study. Five hypotheses were formulated and tested using the Pearson product moment for correlation and simple regression model. All the null hypotheses were rejected and the alternate accepted. Our findings show that there is a positive significant relationship between human resource management strategies and goal attainment in the selected companies. In other words, human resource management strategies contribute significantly to goal attainment in the organization.

From the findings of this study, our recommendations are as follows;
1) HRM strategy formulation in the selected companies should not be done only by top management, line managers and supervisors should be encouraged to participate in HRM strategy formulation. This is because line managers and supervisors are those actually involved in the strategy implementation.
2) For HRM strategy to be effective it is necessary to assess how human resource strategy can help to meet business needs and also be congruent with the characteristics of the business.

3) The close system method of appraisal practiced by some of the selected companies should be abolished and the open system method of appraisal should be adopted.
4) Subordinates should be rewarded base on their personal efforts and result, the group incentive scheme practice by most of the selected companies should be abolished.
5) The internal and the external environment should be taken into consideration when formulating and implementing strategic human resource management strategies and practices.

In conclusion, there is a positive significant relationship between strategic human resource management and goal attainment in the selected companies. The independent variables (SHRM strategies) under consideration namely; staff selection, performance appraisal, reward management, training/development contributes positively to goal attainment in the organizations under study. Therefore, business organizations should strive to make human resource management strategies congruent and in support of the goal and objectives of the organization. The inability of most business organizations to achieve their goals may be attributed to external or exogenous factors which are outside the control of the organization.

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