

HUMAN RESOURCE MANAGEMENT CHALLENGES IN NIGERIA UNDER A GLOBALISED ECONOMY

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ABSTRACT

The pace of globalization is increasing continuously in terms of markets for goods and services, investment opportunities across borders amongst others. Enterprises face competition from all fronts. Human resource management is not left out in this transformation crusade as it has obligation to move along with the changing demands of the globalization process. One of the objectives of this paper is to show that effective managers should constantly be aware of the changes taking place in domestic (home country) environment, as well as around the globe (international and foreign environments) on HR issues and developments. By so doing, they can scan their environment on an ongoing basis, and when they detect opportunities and/or threats, they can transform their organization to seize the opportunities and/or combat or neutralize the threats as the case may be. In this presentation, problems, issues and trends in HRM practice in Nigeria in the current period were reviewed. The factors affecting HRM and its practice in a global context and what should be the direction of the profession and its practice in Nigeria constitute the main focus of this paper.

INTRODUCTION

Human resources are the life blood of an organization. Despite the application of technology in modern business management, human resources are still relevant and most adaptive resources of the organization. The strategic values of HR stem from the fact that apart from other resources employed in the course of production (land, capital, technology etc) which are passive, human resources are endowed with discretionary decision-making power and thus have competitive advantage over the other resources. Besides, HR combines other resources in the right mix to formulate appropriate strategies for the accomplishment of the desired objectives of the enterprise. This essential attribute of HR assist the enterprise to make rightful decisions and respond effectively to the threats and opportunities within the environment of the organization. Thus the enterprise depends highly on its HR for success and survival. This dependence continuously is increasing considering the complex and turbulent nature of the business environment of this century.

The management of HR is complex and problematic because the individuals as workers hardly adapt or voluntarily embrace the objectives of the organization. As individuals, the employees have needs, aspirations, motivations, desires and interests which influence their behaviour at work but unfortunately these objectives are sometimes in conflict with the corporate objectives of the enterprise. In reconciling this conflicting interests Human Resources Management and Planning are useful tools employed in harmonizing the needs of the employees with the goals and objectives of the organization on a continuous basis.

TRADITIONAL FUNCTIONS HUMAN RESOURCE MANAGEMENT

In a nutshell, the primary task of HRM is to ensure that the organization HR are utilized and managed effectively. HR practitioners are saddled with the responsibility of designing and implementing policies and

programmes that will enhance human abilities and improve the organisation's overall effectiveness. Empirical studies have shown that poor human relations at work, neglect of staff welfare programmes and lack of motivation are often the factors that cause industrial strife and declining productivity in the work setting. The modern day entrepreneurs recognize that the HR are vital element in the organization and concomitantly acknowledge the role the HR practitioners play in developing these valuable resources. To acquire and retain HR in the organization, the HR practitioners in brief perform four critical roles:

- i. Create and implement policies, which should be in writing and communicated to all employees through circulars or the employee handbook.
- ii. Offer advice and counsel the employees on matters bordering on productivity, safety at work, career path or management, morale, honesty and integrity, human relations etc.
- iii. Provision of services that assist Line Managers in performing their jobs or serving the organizational units e.g recruitment, selection and placement, compensation management, training and development, staff welfare programmes, industrial and labour relations, research and planning.
- iv. Control of HR programmes and laid down procedures i.e. to monitor and ensure that HR policies and guidelines are implemented religiously or to the letters e.g. grievance handling and disciplinary procedures, Federal Character principles or Quota system, fairness of appraisal exercise, granting of loans etc.

Each of the above functions is a complex flow of activities and it underscores HR management functions as integral part of the overall corporate plans of the enterprise. It follows therefore, that HR management function is a joint responsibility for all managers within the enterprise.

LITERATURE REVIEW

Worldwide, the HR profession had to respond to increased competition for globally mobile talents, changes in both workforce attitudes and composition, shifts in the employer/worker relationship and rapid advances in HR technology. New kinds of technical knowledge, skills and abilities would require HR practitioners in future who are flexible and willing to deal with the ever accelerating pace and often unpredictable changes in the global workplace (Mayrhofer and Brewster, 2005). The HR profession needs to evaluate the implications of a movement into an era of decentralization, which if used properly, can lead to emancipation. The era will require a new kind of organization, based on a different paradigm that can bring together the contributions of autonomous individuals in a socially sustainable way. It is thus clear that a new way to manage HR as a paradigm is emerging, as well as new HR managers should manage themselves (Limerick et al, 2002). The main focus for managers of this century is the urgency to manage change speedily and efficiently in a HRM context with appropriate competencies. Issues like international HRM, diversity, employment equity, generation Y, reputation management and corporate ethics amongst others must be factored regarding future identification of HR professionals' role and capabilities.

Various authors (Kane, 2006; Burton, 2003; Swanepol et al, 2002 and Nel et al, 2005) have identified factors which act as barriers to effective HRM. Some of the pertinent issues are: top management has a low priority, and offer a short-term view of what the real issues in HRM and the profession are according to various researchers (Parmenter, 2002; Burton, 2003), HRM practitioners are perceived to lack sufficient knowledge and skills necessary to implement effective HRM practices at various levels in their organization (Jayne, 2002; Burton, 2003). HR professionals have not been assertive enough to be present in the boardroom to guide HR programmes to achieve long-term impacts on HR initiatives. This probably points to a lack of adequate drive and communication to apply strategic human resources management (SHRM) fully (Kane, 2001; Birchfield, 2003; Du Plessis, 2004).

To function effectively in the future, HR professionals should find answers to the following issues: first, how can HRM add value? What can be outsourced, taken on by line managers or simply stopped? How can these skills be developed? Thirdly, from a structural perspective, how can HR managers develop organizations capable of knowledge dissemination and innovation? Fourthly, how can HR managers ensure employees remain engaged and committed during times of turbulence? It is therefore, clear that the who does what debate regarding the roles and function of HR professionals and line management has not been adequately resolved (Larsen and Brewster, 2003). The foregoing also acts as a barrier to the effective execution of the role of HR professionals.

Dawson (2003) clearly states that the forces of global change are at work in organizations and are bound to significantly influence the future of the HRM profession. Jayne (2002) and Ison and Barton (2003) observe that there are drives towards achieving a win-win focus with a growth surge in coaching and mentoring, team

building, leadership development, up skilling and personal development. These along with technology advances and increased outsourcing are encroaching on the traditional HRM roles such as recruiting, administration, pay roll, performance assessment and training. It is therefore clear that a range of HR functions probably needs a wide sweeping review and possible re-tooling to make it effective to serve the business world and practice of the HR profession of the future.

HR professionals should display a high level of sensitivity with regards to performance management and the development of leadership in particular, as these are key drivers for an organizations future objective achievement. Performance management also impacts significantly on leadership and culture which are interdependent but crucial components to execute the HR professional's role effectively (Birchfield, 2003). HR leadership entails organizations being able to manage interactions between individuals and groups to achieve the desired outcomes (Smith and Birchfield, 2001; Hamilton, 2003). Sykes (2003) also points out that HR leadership by practitioners needs to be visible in the workplace at all levels of any organization to be successful. In the above context, three major roles challenges face HR professionals in organization to provide maximum contributions to the leadership and bottom line in the future (Burton, 2003). These are first; the HR managers need to become more vocal and influential in the boardroom alongside the financial and marketing directors. Secondly, quantitative skills such as the measurement of human worth and the understanding of organizational structure and dynamics need to be increased for HR professionals to provide effective service in organizations. Thirdly, HR professionals need to develop a new set of skills and competencies around visioning, systems thinking, and organizational development and change management.

Organization's effectiveness could be significantly improved should HR professionals be able to enhance corporate culture (Graetz et al, 2002). It is a common knowledge that leadership, performance management and culture are interrelated, but must be managed in an integrated and innovative manner by HR professionals as core elements of their role and capabilities in organizations in future. Birchfield (2003) also states that management sometimes only focus on how individuals execute their jobs, and do not decide if the tasks is actually contributing to the organisation's greater goal or otherwise. In this regard, he states that HR professionals must in their role as leaders continually and innovatively facilitate the effective management of employees to enable the function to visibly add value to an organisation's objectives.

GLOBALIZATION AND HRM IN NIGERIA

In the present day, business is conducted on international scale and this involves the transfer of goods and services, technology, managerial knowledge and capital to other countries or across national boundaries. Globalization has made the world smaller through fast communication network. The economies of the world have become increasingly integrated (Bhagwati, 2004). Besides, we are now in a world where quality, efficiency and competitiveness count most.

The progress and survival of the business enterprise of this century can be measured in this sequence: information, knowledge and their application through science, engineering and technology. In other words, knowledge sharing impacts on global enterprises as they export their management philosophies and techniques, as well as their technologies, products and services around the world (Kuruville et al, 2003). The internet has made communication network to be very easy and also for marketing to take place without necessarily moving from your desk. You can even see what the product is like and be advised by the seller. For you to participate in the global market, you must produce an internationally acceptable product. Your product must satisfy the market you are targeting. You must add value to the product.

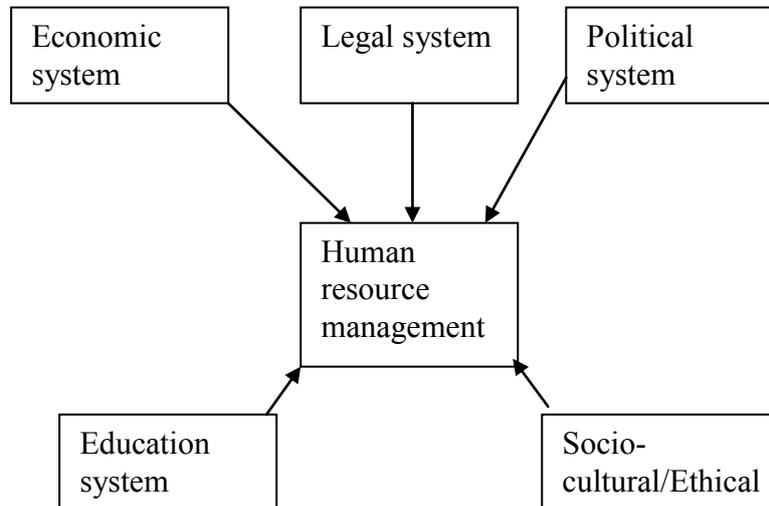
With the rapid expansion of global markets coupled with the view that the whole world in one market, it has now become imperative for the Human resource practitioners to adapt to international needs by moving people, ideas, products and information around the world to meet local needs. In addition to these factors, the geographic dispersion, multiculturalism, different legal and social system and cross-border movement of capital, goods, services and people that the international firm faces adds a need for competency and sensitivity that is not found in the domestic firm (Vance and Paik, 2006). Therefore, Managers of this century must strive to balance the demand to think globally and act locally. However, some environment factors may constitute a problem and affect the rate of adaptation from international to local environment for the underlisted reasons:

- i. Economic system (capitalism; mixed economy, Marxist) and level of economic development (Developed, Developing and underdeveloped)
- ii. Legal system/environment and constraints (laws, regulations and administration of justice)
- iii. Political environment (power, ideologies, government policies and regulations)
- iv. Educational system and language vary from one country to the other;

- v. Socio-cultural/Ethical environment (values, social organizations/systems, reward system etc)

The foregoing constraints have high potentials for conflicts hence Managers must develop social and diplomatic skills to forestall emergent conflict(s)

FIGURE 1: FACTORS AFFECTING HRM IN INTERNATIONAL MARKETS



Source: Author January, 2011.

The underlisted questions will be very relevant and pertinent to HRM practitioners on globalization trends:

- (i) How thorough is the training and development of the staff? We should expect less from the staff if they are not properly trained
- (ii) How competitive is the pay structure?
- (iii) Are the staff carried along in the decision making process of the organisation?
- (iv) Is there teamwork in place to enhance capacity building? Teamwork must be encouraged as a house divided amongst itself cannot survive in any business environment.

Diplomacy is an important matter in labour administration and this is conducted on behalf of the government of Nigeria by the Federal Ministry Labour and Productivity. The most prominent of the organization the Ministry interacts with is the International Labour Organization (ILO) which is a specialised agency of the United Nations (UN). ILO was set up in 1919 to ensure that social justice and better working conditions prevail for the achievement of universal lasting peace all over the world or globally.

The government in Nigeria has ratified a good number of the conventions adopted by ILO in a bid to strengthen her diplomatic relations. In order to build, maintain and develop their corporate identity, multinational organizations need to strive for consistency in their ways of managing people on a worldwide basis. Yet, in order to be effective locally, they also need to adapt these ways to the specific cultural requirements of different societies. While the global nature of the business may call for increased confidency, the variety of cultural environments may be calling for differentiation (Laurent, 1986).

A country's economic system influences HRM in a number of ways. In socialist economic systems, there are ample opportunities for developing human capital because the education system is free. In capitalist systems, the opposite situation exists. There is less opportunity to develop human capital without higher costs. However, those who do invest in human capital especially through education are able to reap monetary reward through wage increase for each additional year of schooling. The differences in economies have a profound impact on pay systems particularly among global companies seeking to develop an international compensation and reward system that maintains cost controls and allows local operations to compete and hunt for talents. For compensation managers to design these systems, they look at a number of factors including the global firm strategy, the local regulatory/political context, institutions and stakeholders, local markets, and national culture. They also learn from the best practices that exist globally and balance the approaches with the constraints imposed by the local environment (Bloom et al, 2000).

The regulations imposed by a country's legal system can strongly affect HRM. The legal system is derived from the culture in which it exists and it also reflect societal norms about what constitutes legitimate behaviour. Every firm that operates in the global economy must contend with the varying employment laws in every country in which it operates, as well as abiding by whatever international standards also exist (Blanpain et al, 2007). For instance, in Nigeria, there is regulations that dictate the process of negotiation between unions and management. Furthermore, the political-legal system states the requirements for certain HRM practices such as training, compensation, hiring, firing, and layoffs.

The potential to find and maintain a qualified workforce is an important consideration for a firm moving into a foreign market. The country's human capital resources which is the capabilities of individuals in terms of knowledge, skills and experience that have economic value is very germane to HRM. Countries with low human capital attract facilities that require low skills and low wage level while countries with high human capital are attractive sites for direct foreign investment that creates high-skill jobs. It is in order to promote human capital resource in Nigeria that most state governments have adopted free education. At the national level, the federal government has been investing heavily on the education sector and the sector had enjoyed rapid expansion with the proliferation of tertiary institutions.

Culture have an important impact on approaches to managing people. Cultures differ strongly on issues such as how subordinates expect leaders to lead and what motivates individuals. The extent to which culture promotes an individualistic versus a collectivist orientation will impact on HRM systems. In Nigeria, exposure to western educational values have tended to promote the culture of individualism in people with disastrous consequences for the family as an institution and the weak individuals.

Thus the moral and cultural fabric of the society had largely been destroyed with serious consequence for trust and confidence: two basic elements required for business to thrive. Today, we have cases of fraud, embezzlement and '419' on the increase threatening the basis for business relationship. To the extent that possession of the positive traits of trustworthiness and reliability cannot be readily read on the faces of job applicants or their certificates. The problem poses a grave challenge for human resource practitioners.

PROBLEMS, ISSUES AND TRENDS IN HUMAN RESOURCE MANAGEMENT IN NIGERIA

Traditionally, the responsibility of the HRM has been centred primarily on recruitment, selection, orientation, training, job analysis and evaluation, labour relations, appraisal exercise etc but in the modern time, some problems and issues have created a new dawn for the HR practitioners and professionals. Some of these issues are discussed below:

(i) Productivity Improvement

Poor productivity is likely to create unemployment and inflation, decline in standard of living of the masses, hence all hands must be on deck in search of ways to improve productivity and thus strengthen the economy for the betterment of all parties in employment relations. Modern day HR practice has led to greater output and improved quality of products and thus the trend has encouraged HR practitioners in taking active roles on matter impinging on productivity improvement.

(ii) Quality of Work Life (QWL)

This term refers to the extent to which employees' personal needs are met through their work e.g. one's QWL improves as one's work meets more and more personal needs. Therefore, it is expected that improvements in QWL will affect the performance of the organisation favourably. The HR professionals are known to be taking keen interest on issues that relates to job satisfaction and commitment in their bid to promote Quality of Work Life (QWL).

(iii) Health and Safety at Work

The focus is on creating of a work environment which minimises the likelihood of an accident or injury. Akin to this, is job stress which can be as hazardous as an unsafe work place. The modern managers have recognised the dangers of potential personal and organisational job stress and have taken interest on ways to reduce the problem through medical attention.

(iv) Quota System in Employment

This is very common in public organisation where employment in government establishments is expected to reflect the Federal character principle. The HR practitioners have herculean task in ensuring that employment is carried out in line with the above principle without compromising merits and standards.

(v) Labour and Social Legislations

From the 70's to date, the above legislations have granted workers more rights in terms of security of employment and entitlements which were perceived as mere expectations in the yesteryears. These rights and entitlements (various fringe benefits, medical care for employees and family, Pension, Gratuity Schemes, National Housing Fund, Retrenchment benefits etc) have added additional strain and costs which the employers must bear in hiring, maintaining and disposing employees.

(vi) Labour Dissatisfaction at Work

This has to do with issues like growing rate of unionisation of employees, low morale and alienation from work. Others include labour turnover, brain drain, poor work habits/attitudes, industrial conflicts and strikes which are inevitable phenomena in the workplace.

(vii) Changing Values of the Employees

In the past decades, work ethics was tenaciously followed by the employees in terms of punctuality, honesty, diligence etc but in the modern day, there is growing evidence of serious decline in work ethics. The syndrome is such that some of the enterprises do not provide the basic guidelines for living rather the individuals are responsible for exploring and determining for themselves what they want to do and become in life. With this philosophy, one need not wonder why work has become one alternative among many to the workers who want to survive in a turbulent and harsh environment of the modern day. The trend led to erosion of values as bribery, corruption, lack of transparency, indiscipline, wasteful spendings etc became rampant.

Changing Demands of the Employers

Due to competitive pressures, the organization must embark on changes in its internal environment as well as technological innovations. The foregoing factors no doubt have serious effect or repercussion for HR management and planning in the organization as manpower contraction or expansion becomes imminent.

(viii) Changing Role of Government or State in Industrial Relations

Due to the civil war in Nigeria, the government shifted its non-interference posture for more positive roles in industrial relations practice. This is evidenced by its "Interventionist Policy" in industrial relations in what it coined as "Guided Democracy" in Labour matters. The government enacts legislations from time to time as industrial situations may warrant and implements labour standards approved by ILO. The HR practitioner need to keep himself abreast of labour legislations on continuous basis.

(ix) The Clean Wage Option

This is the consolidation of the basic pay with all allowances or fringe benefits. In other words, it is the payment of total package as salary without segmentation or distinction between the salary and the fringe benefits components. This is currently being practiced by many countries in the Third world including Ghana which adopted the option in 1988. In Nigeria, the option was adopted by some oil companies including Mobil Producing Nigeria in 1997. The option has implications which are mix grill for both the employees and the employers. For the employees, the option will attract high element of taxation because only basic salary which is equivalent to the total package or clean wage will be taxable while the total emolument will increase the terminal benefits and holds more prospects for the retirees. On the other hand, it will translate into higher contributions by the Employer to Staff Pension and Gratuity Schemes as calculation will be based on the clean wage option.

(x) Social Responsibility by the Employers

Since the enterprises operating within some communities have made life unbearable for the populace through water pollution and destruction of other natural resources, the enterprises thus have social responsibility in terms of making contributions to the well-being and development of these communities. e.g Oil companies in Nigeria provide social amenities to the host communities to avert crises. Other companies sponsor sporting activities, give scholarships to brilliant and needy students, sponsor or host educational activities etc as contributions to the needy sectors of the economy.

(xi) Economic Recession

This phenomenon which is caused by decline in economic activities brings dramatic changes with decline in industrial production and output coupled with corresponding rise in the rate of unemployment. This trend affects industrial relations institutions and constitutes the main environmental factor affecting collective bargaining process. It also creates room for spate of industrial actions due to manpower contraction caused by capacity under-utilization in industries. The HR managers must modify their responses by aligning with the unions to

face these challenges realistically all in a bid to keep the enterprise afloat rather than adopting adversarial approach to labour/management relations.

(xii) Public Service Reform by Government

In Nigeria, the main thrust of public service reform is to show that government business can be carried out openly, economically and transparently devoid of favouritism and corruptible tendencies. The reform focuses on reforming government institution, implementing social charter, value re-orientation, moral rectitude, respect and due process to guarantee effective and transparent system of economic and financial management of government resources. The foregoing underscores the need to launder the image and future of the public service. HRM managers in the public sector should act as vanguard in bringing back the service to the good old days or past decades when it enjoyed recognition and respect.

(xiii) Casualization of Labour

This is a nonstandard work arrangements caused by the affects of globalization and trade liberalization. This shift from standard to nonstandard work arrangements is as a result of employers orientation to avoid costs associated with the application of the provisions of the labour laws which are designed to protect permanent employees in standard and pensionable employment and also for the purpose of flexibility. The practice gives employers the freedom to 'hire' and 'fire' casual employees at will. The practice has been a source of constant conflict between unions and employers. No legislation in Nigeria is supportive of this practice hence HR managers should be bold enough to guide and advise management accordingly.

(xiv) Outsourcing of Services

The practice involves employers contracting out some of their non-core or ancillary services. Akin to casualization, this is done to cut costs as it denies employees the right to organise or belong to trade unions. As experience had shown, permanent employees who have stake in the organization show more commitment to their jobs than the contract employees supplied by vendors. HR managers should examine the cost-benefit implications of outsourcing certain services vis-à-vis engaging employees on permanent basis.

From the foregoing, it is thus obvious that the environment of HRM has continuously varied and becoming more complex. The trends have made it more imperative for new approach to be evolved in HR planning and management. The approach should integrate HR policies with the strategic objectives of the enterprise in pursuance of its corporate goals.

THE CHALLENGES OF HUMAN RESOURCE MANAGEMENT IN A GLOBALISED ECONOMY

The competitive pressures faced by the modern day enterprise for survival and success due to globalization and liberalization will continue to create room for future demand for organisational excellence. The new, global, complex, and often chaotic world of the Multi- national Enterprises requires a new strategic focus and new capabilities from HR just as it does from other management functions (Briscoe et al, 2009).

For the HR practitioner to thrive and be relevant in the global context, new roles and agenda for the profession should not focus on traditional HR activities such as staffing and compensation, but on its outcomes. Furthermore, HR should not be defined by what it does but what it delivers i.e results that enrich the organization's value to customers, investors and employees.

For the HR practitioners to contribute their quota to the enterprise in achieving excellence, they need to adopt the following:

(i) HR Collaboration With Line Managers

HRM function is a joint responsibility for all managers within the enterprise i.e both HR or staff and line managers must be involved. HR professionals should become a partner with senior and line managers in strategy execution, helping to move planning from the conference room to the market place(Ulrich, 1998). The HR department in the execution of the corporate plans should give guidance on the ways to carry out the plans by playing the role of an Architect. By so doing, HR department will come up will a comprehensive set of blue prints showing various units or parts and their working/operational relationship.

In the same vein, organisational or HR audit will be undertaken and same related to the blue prints. The outcome of the comparison or exercise may show areas that require addition or reduction in manning level as the case may be. It can identify components that need to be changed to facilitate the achievement of goal(s). The architectural frame work may be defined in terms of work related variables such as leadership culture,

governance, management style, competence, motivation, human relations, discipline etc. Having identified the faulty parts, the next step is to embark on replacement of the parts.

(ii) HR Exhibition of Expertise in the Organisation of Work

As trained administrators, the HR professionals will have to explore and design means of carrying out HR functions in a better, faster and cheaper ways to reduce costs. Beside cost reduction, efficiency and quality have to be maintained in service delivery. HR professionals should become experts in the way work is organised and executed, delivering administrative efficiency to ensure that costs are reduced while quality is maintained (Ulrich 1998). In a nutshell, the HR professionals could streamline the organisation's systems and procedures and deliver flawless administrative services to become a reckonable party in the execution of corporate plans.

(iii) HR As Vanguard of Employees' Welfare

The HR professionals will be held accountable for ensuring that employees show commitment and add value to the business of the organization irrespective of attending to their social needs. This goes to underscore the relevance and importance of HR approach which holds that organisational goals and human needs should be mutual and compatible and that one set need not to be gained at the expense of the other. According to Ulrich (1998) HR professionals would become champion of employees, vigorously representing their concerns to senior management and to increase employees' commitment to the organization and their ability to delivery results.

Furthermore, HR managers must take responsibility for orientating and training line managers on the importance of building high morale for their employees and to achieve same. In similar vein, the HR managers shall assume the role of spokesmen for personal and professional growth; and provide resources to help employees meet the global and challenging demands put on them by the job.

(iv) HR As An Innovative Agent

The HR professionals must work towards initiating change that are focussed on creating high performing teams, reduce cycle time for innovation or implementing new technology. They should ensure that the organisation's broad vision statements get transformed into specific behaviours tailored towards making the vision a reality. As Ulrich (1998) puts it, HR should become an agent of continuous transformation, shaping processes and a culture that together improve an organization's capacity for change.

Change can generate resistance in some cases hence the HR managers as an agent of transformation and tactician can by psychological means replace resistance with excitement through the application of change models. The model must identify the key success factors for change and assess the organisation's strengths and weaknesses regarding each factor.

(v) Upgrading the Skills of HR Professional

To be able to cope with the global challenges and be relevant in the current century, the quality of HR staff need to be improved. The enterprise need people who know the business, understand the theory and practice of HR. Those who can manage people effectively and make change happen and have personal credibility and integrity. Sometimes such individuals or talents may already exist within the organisation but they must be identified and given additional qualitative training to sharpen their skills. In sum, the HR professionals cannot expand their role in the organisation without the requisite expertise considering the current knowledge-driven operating environment. Knowledge is part of learning process. It is the accumulated experience and actionable information that exists within an organization. It is information or the capacity to take action (Nonaka and Teece, 2001).

For HR professionals to be effective partners in executing corporate plans, they must have knowledge about strategy, business policy, markets and the operation of the economy both locally and globally. They must also be conversant and update themselves continuously on legal and regulatory norms of their home country.

(vi) HR Creating Value in the Organization

To meet the increased expectations of the organisation, the HR professionals must articulate their role in terms of creating value. They must measure their effectiveness in terms of business competitiveness and success rather than employee comfort or satisfaction. They must lead cultural transformation rather than consolidate same in order to turn the enterprise around. In support of the foregoing, Brewster (2005) asserts that in increasing flexibility, firms also want to change the nature of employee identification and their sense of involvement, and this change identity knows few national borders.

(vii) Business Challenges And Globalisation

Due to globalisation, enterprises now face business challenges which require the organisation to build new capabilities. This innovation has created opportunity for the HR professionals to play leadership role in assisting the organisation to meet the competitive challenges. With the rapid expansion of the global markets as earlier stated, the HR professionals must think globally and transform same to meet local needs. They must be more literate in the ways international customers are handling commerce and competition than ever before. Globalization and Internationalization has given rising concern for processes and competencies, more emphasis on customer/client satisfaction, increased education and enlightenment of workers amongst others.

(viii) The Effect of Information Technology In Workplaces

Information technology has made the world smaller and faster through internet. Ideas and large amount of information now move freely and constantly. The challenge for the HR Managers is to make good use of what information technology offers and to make it to be a viable productive part of work setting and tool. New information technology has opened up possibility of greater strategic control in companies. The possibilities from such technological innovations will provide continued strategic opportunities for companies (Lynch, 2006).

(ix) The Challenge of Privatisation and Liberalization

The privatization of government companies involves the divestment of public holdings in these enterprises for the benefit of single or multiple private shareholders or owners. The exercise will usher in a lot of changes within the privatized organization and the HR professionals must brace up to the challenges posed by the exercise as it relates to HR planning and management.

Akin to the foregoing, it is an incontestable fact that deregulation or liberalization encourages the use of automation all in support of globalization. Labour unions must realize that the current transformation process will obviously change the economics and politics of organizations. Therefore, education, training and retraining of its rank and file members in the organization should be seen as an important vehicle and given priority in building the required human capital. The unions must strive to build capacity with qualitative technical knowledge and competence to match the sophistication on the management's side (Anyim, 2011). The HR professionals must assist the union to elicit management support for capacity building as enlightened workforce helps in reducing conflict in labour/management relations.

(x) HR and Political Process

With the democratic changes occurring all the world over, the populace in which the work community is inclusive must internalize democracy and discharge their civic duties to the country. The HR professional must through the process of socialization assist the political authority or the government in promoting democratic ideals to enhance stability and progress of the nation. It is obvious that a country in crisis will face a decline in economic activities and this would in turn affect the operations of corporate entities. The HR professionals owe it a duty to contribute towards political stability due to its favourable consequences for organizational progress and prosperity.

(xi) Multi-Skilling Process:

The pace of change in the HR environment in this era of globalization will require the HR professionals to be multi-skilled. They must devote more attention to core strategic issues in HR management and be facilitator or change initiators and internal consultant to the organization. The process of multi-skilling endows the HR professionals to function in other capacities and also affords them the opportunity to appreciate the job schedule of line Managers.

(xii) Diversity of Workforce:

The concept focuses on the attachment of value to individual differences in the workplace which is made up of heterogeneous groups. The HR practitioner must ensure that no group of members has advantage or disadvantage over the other in the workplace. Besides he/she must also ensure that the productivity, creativity and commitment of the workforce are maximized while meeting the needs of their diverse interests.

(xiii) The Emergence of Generation Y in Workplace:

Generation Y are young employees born after 1980 entering the workforce, necessitating changes by management and HR alike (Allen, 2003). Based on research, Generation Y appears different from previous generations, because they are self-confident, generally independent and often pursue multi-career paths which require them being managed differently. Generation Y is also generally at ease with the requirements of technology and uncertainty which is characteristics of the younger employees in the workforce. They also

demand responsibilities early in their careers and are unafraid of challenging their employers policies and procedures. Heathfield (2004) states that these workers will become more like independent contractors, which are typical of generation Y. They will also move from workplace to workplace without any hesitation, and are akin to free agents who will decide where and why they should work. The emergence of this new breed of workforce will create additional responsibility for HR practitioners who have to provide a wide range of services in a different configuration in a bid to carry this group along in employees' employment relationship.

(xiv) **HR, Reputation Management and Corporate Ethics:**

Reputation management relates to stakeholders' view or the impression they hold about the operational conduct or integrity of an organization. Top management and the HR practitioners currently pay high-level attention to reputation management and ethics (Schultz, et al., 2003). Due to cases of corruption scandals and other vices in organizations, the HR practitioners should take the responsibility of facilitating the training of employees in sustaining and protecting their organization's reputation. Besides, HR professionals could monitor reputation and ethics in the organization and this would assist management to assess its reputation management efforts.

(xv) **HR and Knowledge/Talent Management:**

Knowledge management focuses on identification of employees with intellects and expertise and how to channel same towards organizational effectiveness. In the information age, knowledge rather than physical assets or financial resources is the key to competitiveness. As pointed out by Mecklenberg et al (1999) knowledge management allows companies to capture, apply and generate value from their employees' creativity and expertise. Consequently the role of the HR practitioners is to ensure that the organization has the intellectual capital it needs in the right proportion and at the appropriate time. Programmes must be created to enhance knowledge management initiatives and also to elicit management's support. The HR professionals must device means to ensure that valued and talented employees who can contribute to knowledge creation and sharing are attracted and retained.

CONCLUSION

Following the challenges posed by globalization, it is hoped that the HR professionals will not only destroy the stereotype routine methods of doing job but would launch HR full potentials for more positive contributions to employees' well being and organization building.

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