

Human Resource Utilization and Goal Attainment in Commercialized Public Corporations (A Study of Cross River Broadcasting Corporation)

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Abstract

This study focuses on Human Resource Utilization and Goal Attainment in Commercialized Public Corporations. It presents techniques that may be applied by decision makers/resources developer for the effective human resource utilization and goal attainment in commercialized public corporations especially in Cross River Broadcasting Corporation. The intent is to provide a useful basis for change in the human resources management culture in the public corporation of Nigeria. In carrying out the study, three research questions were developed which were later transformed into three research hypotheses, formulated to guide this study. A survey design was used as the methodology of the study and this allowed for the use of research questionnaires which were distributed and administered to the staff of Cross River Broadcasting Corporation, Calabar. The responses from the questionnaire and oral interviews were analyzed. From the analysis and interpretation of hypotheses, the study found that inadequate training has a significant relationship with organizational goals attainment, poor recruitment policy has a significant relationship with organizational goals attainment and poor human resources utilization has a significant relationship with organizational goals attainment. Based on these findings, the study recommended among others that the Corporation should make an in-depth x-ray of its training programme and address areas of lapses, recruitment policy of the Corporation should be evaluated to adhere to the fundamental tenet of meritocracy. This is because the performance of staff depends on potentials of such staff that would in-turn ensure optimal performance of the organization. The study further recommended that an assignment of responsibilities should be strictly on technical competence.

Keywords: *Human resource utilization, Goal attainment, inadequate training, poor recruitment policy.*

INTRODUCTION

The efficient and competent usage of resources that are inadequate requires highly trained and experienced employees among other things. If a business is to have trained and capable employees, it ought to have efficient activities of Human Resource Development (HRD) programs. In the words of Casio and Aguinis (2011), the worth of employees of a country determines to a large extent the country's capability to effectively contend in the international market, Human Resource Management (HRM) emphasizes a principle that individuals really make a major impact; is just individuals that have the capability to create impact. Workers are organization key assets if properly managed jointly with dedication and utilization of other assets of the business can go a long way in the actualizing the goals of the business. These

conscious attempts coupled with a combination of other assets such as machines can be employed to generate the likely commodities. Thus, poor management of human resources by different businesses stems from failure to arrange as well as instruct the workers for attainment of business objectives.

From the time of self-rule, different ministries, departments and agencies of government have been entrusting and expending large quantity of money to educate and develop the efficiency of workers which can results to commercialization. In other words human resource utilization is to assist the organization with its primary objective (Torrington, 2008). According to Armstrong (2014), development of incentive and dedication of employees has to be bothered with optional actions, which depicts the preference that employees in the work place frequently have the manner they do the work and the number of attempt, concern, improvement as well as creative actions they exhibit. A business is a venture that is industrious possessing a task and objectives, and it ought to be considered as an arrangement with definite resources, methods, output as well as intentions.

The maximum assets of every business are its employees that guarantee that there is attainment of the organization's aim and objectives. The manifestation of this unwholesome state of affairs associated with Cross River Broadcasting Corporate is reflected in poor transmission. Indisputably, Cross River Broadcasting Corporation television station is characterized by poorly displayed images and fluctuating signals. Residents around IBB-way Calabar where the corporation is located are also victims of this unsatisfactorily services as aforementioned. Nevertheless, Cross River Broadcasting Corporation is seen to be a discipline and well-organized entity capable of pursuing its objectives along the lane of success. Regrettably, services render by this corporation appear increasingly unsatisfactory across the state even with its expansion to Ikom and Ogoja. What could be responsible for these poor services, could inadequate training, poor recruitment policy and poor utilization of human resource. Nevertheless, the exact goals of the research are, to: ascertain whether there is a significant relationship between inadequate training and goals attainment in Cross River Broadcasting Corporation, determine whether there is a significant relationship between poor recruitment policy and goals attainment in Cross River Broadcasting Corporation, and to .examine whether there is a significant relationship between poor human resource utilization and goals attainment in Cross River Broadcasting Corporation.

THEORETICAL FRAMEWORK AND LITERATURE REVIEW

Theoretical Framework

The theoretical framework adopted was human capital theory.

This theory is traced to Adam Smith (1776), and later popularized by Gary Beaker (1964). Human capital depicts the creative abilities of individuals. It is the acknowledgment that persons in an enterprise and companies are vital as well as indispensable tools who facilitates progress and development in the same way as assets like machinery and cash. The basic assumption underlying this theory is that, it is an asset comprising of the information and talents possess by individuals that can be employed by an enterprise to attain its objectives. It further states that Human capital is vital since a certain degree of individual understanding and abilities is needed so that enterprises achieve set goals. According to human capital approach any expenditure in training, development, health etc of employee could be considered as an investment, not just an expenses. This is because abilities, knowledge and information have financial value to enterprise; hence, they permit organization to be productive and flexible. Akin to other resources, human capital has worth in the market transaction but distinct from other resources, the possible worth of human capital can be completely recognized simply with the collaboration of persons. Thus, every expenditure connected to obtaining creative

behaviours from workers together with those connected with motivation, (Flamhotz & Lacey, 2001).

LITERATURE REVIEW

In every organisation, human resource is a fundamental component that determines its failure or success. This is because the day to day running of an organisation is the sole responsibility of human beings. The machines and other assets own by the organisation are controlled and directed by the employees who function at both managerial and lower levels (Bohlander, Snell and Sharmer 2001). An organisation is as strong as its manpower. Human resource is the most vital of other factors of production, it is the function of manpower to co-ordinate, direct and harness the other factors of production to ensure that the goals and objectives of the organisation are achieved. The human resources of an organisation are key factors that dictate the effectiveness of other assets and projecting the future of the organisation determining whether or not its objectives and goal will be achieved.

Manpower of any establishment plays a sensitive role in its success or failure. Agba (2014) asserted that the progress of any nation or organisation relies on the capacity of its manpower. Therefore, an effort of any organisation to attain its goals and objectives depends on the quantum and greatness of its manpower skills. Argris (2007) postulated that just as the nation's gross domestic product depends on the capacity of its manpower; the attainment of organizational goal depends on the capacity of its workforce. However, Human Resources of an organisation involve the entire workers which defines the entirety employees of the organisation. Human resource investment defines the nature, value, accessibility as well as efficiency of the organisation, human resources are the roadmap to attain the objectives and goals of any organisation.

The success of every society or organisation hinges on the value and ability of its human resources. This is because human resources play fundamental role in every achievement drive of the organisation. Flippo (1983) asserted that no organisation can succeed without giving adequate attention to its employees by ensuring adequate training and development. The only choice the organisation has according to Flippo (1983) is different methods of developing employees, but no choice of whether to develop them. He submitted therefore, that it is indisputable that the capacity of every organisation or people to realize its objectives relies greatly on the competence, organisation and inspiration of its employees. Furthermore, Berman (2012) postulated that the wealth of a country originates from human resources. No organisation succeeds because it is structurally good; rather human resources is its source of success and survival just as food is to man in the sphere of human existence. It may therefore, be accurate that human resources are the chief assets of any establishment, this is for the reason that irrespective of the quantity of physical assets spent in any establishment, its achievement or collapse relies on the worth of individuals who arrange and implement its programmes. Recently, managers of both public and private organisation have come to agree that every organisation just train and develop its human resources after sound recruitment based on merit, to ensure its survival. It has been assumed that for an organisation to avoid decline, it must continue to grow and one certain way of doing this is to develop and train employees to acquire needed skills and abilities to drive-home the dreams of the organisation. This can only be achieved through manpower development and utilization (Onah 2000).

Employee's recruitment and organisation goal attainment

Indisputably, more and more attention has been given to recruitment in recent times as one of the essential ways by which organisation realizes its goals and objectives. This is

because the kind of human resources needed to sustain an organisation cannot be overemphasized verifiably, if wrong hands are employed to function at various levels and units of an organisation, failure becomes eminent, while in the other hand, if right persons are employed to perform various functions base on their expertise knowledge; the organisation will definitely tow part of success in its goals and objectives (Schuler 2000, Boohene & Asinura(2011), more and more organisations are recognizing the importance of recruitment process and the need to adequately manage the staff after recruitment (Schuler 2000). All these are pointing to the fact that the calibre of workers recruited to function in an organisation is a key component of the organisation's success. The quality and quantity of production in a given organisation depends on the capacity and capability of the work force, expressly drawn from the recruitment and selection process.

Moreso, staffing as well as choosing is vital when an enterprise observe the workforce needed to uphold a competitive benefit over their rivals. Certainly, when an enterprise hires right workers to function in the various units base on their expertise knowledge and skills; then optimal productivity is guaranteed. Capable and appropriate manpower in an organisation ensures quality products that speak volume in competitive atmosphere/market; thereby promoting the image and patronage of the organisation. (Schuler and Jackson 2007). Cherrington (2011) postulated that employment procedure entails the sourcing, publicity as well as interrogating of prospective workers and workers that will carryout the daily activities of an organisation or company. However, these daily activities of the organisation are comprised of obtaining raw materials, production and distribution of the finished products. In a bid for an enterprise to sustain competitive lead every action in the process of recruitment requires cautious moment and thoughtfulness. Decision undertaken in the point of recruitment will influence the organisation or firm later. Appalling verdict taken by the management in the recruitment process can create serious costs and loss for an organisation.

Armstrong (2014) asserted that study of strong point and flaws in recruitment, study of the needs and also recognizing basis for applicants are necessary steps in the arrangement of getting applicants or candidates. Nevertheless, it is the responsibility of the management of any organisation to outline the kind of labour that is needed at a given point in time and to ensure that those to be employed possess the required skills. Once this is done, the goals and objectives of the organisation will be achieved. Planning for prospective employment and worker requests as well as the method the organisation carry out its different tasks is an important feature.

Human Resource Utilization

Persons who make up the workers in an enterprise are called human resources. Based on Emaikwu (2011), persons and information, talents and mind-set they possess constitute assets. Okwori (2006) established with this declaration and said that know-how in technical, mechanical, administration, community and other parts potentially accessible for use in societal as well as economic establishment make up human resources. Public corporation has employees along with their understanding, capabilities and talents as the workforce. Basically, the workers in the organizations and their abilities in adding to the efficiency and accomplishment of organizational goals are known as human resource. Management of human resources is a collection of actions, the key task is to determine the requirements for recruitment and director have to make a decision whether to make use of suppliers or engage workers to fill up these requirements, employ and training the most excellent workers, guaranteeing they are high players, engaging with issues of performance and make sure conduct of workers and board match with a variety of regulation.

Each enterprise craving is to have experienced and capable persons to make their business more efficient than that of their rivals. Individual are extremely vital talents for an enterprise as against fixed assets, in the absence of workers the organization will not be able to perform. (Ezeali & Esuagu, 2011). It is the procedure of good and utmost use of existing scarce experienced employees and the main intention of workforce is to make competent utilization of present workforce in an enterprise. Employees are really essential asset of an enterprise whose supervision along with dedication and utilization of organization's resources ease the attainment of the objectives of an enterprise. It is by means of their intentional attempts other resources such as machinery can be employed to create the possible manufactured goods. On the other hands, despite the money used to acquire techniques of production and other up to date resources, the attainment of enterprise objectives as well as actualization of its purposes, depends highly on the efficient usage of competent as well as dedicated workforce as motivators of other assets.

RESEARCH METHODS

The research work adopted the survey research design. It is a design where the behaviour, opinions and attitudes of particular respondents is studied concerning a particular phenomenon. A sample of the population considered representative is often taken with which findings can be used to generalize to the entire population. More so, questionnaires, interview are used in collecting information from the population. The study explored Cross River Broadcasting Corporation, The study population covers all the permanent workers of the Corporation, comprising of junior, senior and development staff in Cross River Broadcasting Corporation. The total number of staff is three hundred permanent employees. The technique of sampling used in this research is Purposive sampling technique. To select the sample for the research, Taro Yamane sample size determination was used for this study. The total sample size obtained was one hundred and seventy one. The data for this research were derived by means of primary and secondary sources. Pearson Product Moment Correlation was adopted as a statistical tool.

ANALYSIS OF RESULTS

Hypothesis one

There is no significant relation between Inadequate Training and goal attainment in CRBC. The predictor variable in this hypothesis is inadequate training whereas the dependent variable is goal attainment at CRBC. To test this hypothesis, Pearson product moment correlation was employed for data analysis. Responses were collapsed into agreed and disagreed.

Table 1

Pearson product moment correlation analysis of the relationship between Inadequate Training and goal attainment in CRBC (N=171).

Variables	ΣX	ΣX^2	ΣXY	R_{xy}	Sig.
	ΣY	ΣY^2			
Inadequate Training (X)	2,702	40,042	40,562	-0.23*	.000
Goal attainment in CRBC (Y)	2,840	42,188			

* $p < .05$; $df = 169$; critical $r = .102$

Table 1 above showed that at 0.05 level of significance and degrees of freedom 169, the critical value is 0.102. The calculated r-value obtained in establishing the relationship between inadequate training and goal attainment is -0.23 ($P < .05$). The calculated r- value was seen to be bigger than the critical r- value with the obtained significant value less .05 level significance adopted in the work. With these outcome, the null hypotheses which stated that there is no significant relationship between inadequate training and goal attainment was rejected. It was alternately accepted that there is significant association between inadequate training and goal attainment in CRBC. The obtained correlation coefficient was negative indicating negative correlation between the independent and dependent variable. This implies that increase in inadequate training will bring about decrease in goal attainment in CRBC.

Hypothesis two

There is no significant association between poor recruitment policy and goal attainment in CRBC. The predictor variable in this hypothesis is poor recruitment policy whereas the dependent variable is goal attainment at CRBC. To test this hypothesis, Pearson product moment correlation was adopted for data analysis. Responses were collapsed into agreed and disagreed.

Table 2

Pearson product moment correlation analysis of the relationship between poor recruitment policy and goal attainment in CRBC (N=171).

Variables	ΣX	ΣX^2	ΣXY	R _{xy}	Sig.
	ΣY	ΣY^2			
Poor recruitment policy (X)	2,486	34,458	37,230	-0.41*	.000
Goal attainment in CRBC (Y)	2,840	42,188			

*p<.05; df = 169; critical r =.102

The Table 2 above showed that at 0.05 level of significance and degrees of freedom 169, the critical value is 0.102. The calculated r-value obtained in establishing the relationship between poor training policy and goal attainment is -0.41 (P<.05). The calculated r- value was seen to be bigger than the critical r- value with the obtained significant value less .05 level significance adopted in the work. With these outcome, the null hypotheses which stated that there is no significant relationship between poor recruitment policy and goal attainment was rejected. It was alternately accepted that there is significant association between poor recruitment policy and goal attainment in CRBC. The obtained correlation coefficient was negative indicating negative correlation between the independent and dependent variable. This implies that increase in poor recruitment policy will bring about decrease in goal attainment in CRBC.

Hypothesis three

There is no significant association between poor human resource utilization and goal attainment in CRBC. The independent variable in this hypothesis is poor human resource utilization while the dependent variable is goal attainment in CRBC. To test this hypothesis, Pearson product moment correlation was used for data analysis. Responses were collapsed into agreed and disagreed.

Table 3

Pearson product moment correlation analysis of the relationship between poor human resource utilization and goal attainment in CRBC (N=171).

Variables	ΣX	ΣX^2	ΣXY	R _{xy}	Sig.
	ΣY	ΣY^2			
Poor Human Resource Utilization(X)	2,271	31,173	34,144	-0.21*	.000
Goal attainment in CRBC (Y)	2,840	42,188			

*p<.05; df = 169; critical r =.102

The Table 3 above showed that at 0.05 level of significance and degrees of freedom 169, the critical value is 0.102. The calculated r-value obtained in establishing the relationship between poor human resource utilization and goal attainment is -0.21 ($P < .05$). The calculated r-value was seen to be bigger than the critical r-value with the obtained significant value less .05 level significance adopted in the work. With this outcome, the null hypotheses which stated that there is no significant association between poor human resource utilization and goal attainment was rejected. It was alternately accepted that there is significant association between poor human resource utilization and goal attainment in CRBC. The obtained correlation coefficient was negative indicating negative correlation between the independent and dependent variable. This implies that increase in poor human resource utilization will bring about decrease in goal attainment in CRBC.

SUMMARY OF FINDINGS

From the analysis, the following findings were obtained as thus:

1. Inadequate training has a significant relationship with organizational goals attainment.
2. Poor recruitment policy has a significant relationship with organizational goals attainment.
3. Poor human resources utilization has a significant relationship with organizational goals attainment.

CONCLUSION/RECOMMENDATIONS

This study has been able to investigate human resource utilisation and goal attainment in Cross River Broadcasting Corporation, Calabar. It is concluded from the findings of this study that inadequate training has significant negative relationship with organizational goal attainment; that poor recruitment policy has significant negative relationship with organizational goal attainment, and finally that poor human resource utilization has significant negative relationship with organizational goal attainment. It is deduced and concluded therefore that for Cross River Broadcasting to attain its set goals and objectives, its staff must be properly trained, recruited and effectively utilized. Based on the outcomes of the research, the following recommendations are proffered;

1. The Corporation should make an in-depth x-ray of its training programme and address areas of lapses. By so doing, all inadequacies associated with their training programme could be strengthened to enhance optimal performance by staff.
2. Recruitment policy of the Corporation should be evaluated to adhere to the fundamental tenet of meritocracy. By this, capable hands will also be available as and when needed to pursue the set objectives of the organization maximally.
3. Assignment of responsibilities should be strictly on technical competence. This will avail staff the opportunities of doing what they know, how to do best and thereby enhancing optimal productivity.

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