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A Conceptual Review on Human Resource Policies and Strategies

Okeah MIN ^{1*}, Zeb-Obipi I ²

¹⁻² PhD, Department of Industrial Relations and Management, Faculty of Management Sciences, Rivers State University, Nkpolu-Oroworukwo. P. M. B. 5060, Port Harcourt, Nigeria

* Corresponding Author: Okeah MIN

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Abstract

This paper aims to highlight the different human resource management policies and how organizations depend on them for effectiveness, efficiency, resilience, survival and all-round performance. Human resource management policies are the foundational base of every organization livewire to strategic advantage and blue print to every organization success. The paper laid its theoretical foundation on the human resource management theory as it is the theory that highlights an assemblage of the organizations general rules that indicates policies and strategies that guides the everyday running of the organization in addition to the welfare packages for the employees. This paper showcased a few of these policies that organizations rely on for ultimate survival. The paper concluded that for organizations to adapt and forge ahead in this topsy-turvy business environment, organizations must of a necessity map put policies that they will rely on to position them advantageously and also recommends that organizations write clear and easy to understand policies and strategies, as well as put in place policies and strategies that best fit its organizations in addition to having policies and strategies that can easily entice employees in the procurement process.

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Introduction

Armstrong and Taylor (2005) ^[1] stipulate that strategies or policies are drawn up, planned or conceived to proffer a blue print to action as well as to lay restrictions or checks when making decisions, which is to say that what should be accomplished in predictable situations and how specific needs and obstacles, impediments or barriers ought to be tackled or resolved. Policies or strategies hence are formulated in sectors such as marketing, operations, finance and of course human resource. Policies in human resource are formulated in the areas like training and development, recruitment, selection and the staffing process, performance management etc. These formulated policies are either in written format in the corporations' hand book or manual (formal), or told orally to employees (informal), which is vastly known as part of the culture of the corporation. But to avoid any ambiguity, it is advised that the formulated policies are formal, so managers, unions executives etc. would know to interpret and implement them.

It is very crucial for top management to convey its stipulated and formulated policies formally as this will erode any form of confusion arising from passing information from person to person informally, and also the policies being in a manual will save time and energy that can be channeled into more productive work. And also, it is very important that policies are formally written because as we all know, employees change positions and jobs and so does management, so even if employees leave the corporation and management is being changed, the manual will serve as a bedrock for the new employee or new management to rely on so as not to disrupt the smooth operations of the corporation.

A formulated policy normally begins with a declaration of a comprehensive aims, objectives and goals of top management and its ideology for the formation of a reciprocity of investment with its workforce for tremendous collaboration or team work.

Part of human resource policies include recruitment, selection and staffing, promotion and transfer, training and development, employee release, etc. and all these formulated policies and strategies are required to be established to enhance organizational performance, resilience and survival (Ivancevich, Lorenzi, Skinner & Crosby, 1997) ^[30].

Ziad, Zubi, Hani, Muhammad and Ra'Ed (2012) ^[65] postulates that a set of internally unchanging practices of a corporation initiated to encourage or to foster or to boost motivation, knowledge and capacity or potential of the workforce to perform their tasks in the most outstanding way possible is regarded as human resource policies. These policies are required to work as a cohesive whole of interconnecting parts (system) so that the corporation is able to attain its aims, objectives, or goals. As cited in Ziad *et al* (2012) ^[65] concurs to motivate an employee comprises of different parts working together to achieve this aim, like training the employee, compensating the employee, conducting performance appraisal and then promotion, all of these activities need to be connected so as to be able to motivate the employee.

Literature Review

Concept of Human Resource Policies and Strategies

Policies are a continuous code that serves as guides, made in organizations for the sole aim of attaining organizational objectives and goals in efficient and effective way to boost performance in the organization. Human resource policies serve as the cornerstone of dependable, well-founded and trustworthy human resource management techniques. Policies serve as the benchmark, barometer and criterion that organizations rely on to measure laid down aims, goals and objectives (Armstrong & Taylor, 2005) ^[1].

Ivancevich *et al* (1997) ^[30] defined human resource policies as a generalized written (formal) document made by management as a guide that all employees are expected to adhere to. It contains everything about the organization like history, aims, goals, objectives, mission and vision statement of the organization. It also states clearly by outlining the relationship that exist between managers, supervisors and subordinates in an organization. this formal document or organizational manual is then made into a handbook that is given to the employee during the onboarding exercise.

In the words of Ziad *et al* (2012) ^[65], a good human resource policy in order to achieve its stated goals, aims and objectives must put programs in place that includes working conditions, motives, rewards, compensate, train, develop, as well as termination policies etc must be included in the formal document. All these are done so that the employees can always put in their best when working to help the organization realize its stated aims and in return the organization catering for the employees needs and wants.

Theoretical Foundation

Human Resource Management Theory

This paper is hinged on the human resource management theory by Arulrajah and Opata (2016) ^[2] which simply states that every organization ought to effectively and efficiently utilize its human capital in order to accomplish its aims, goals and objectives. The human resource management theory by Arulrajah and Opata (2016) ^[2] also highlights how the employees ought to be catered for by laying down policies, strategies, laws as well as processes that will sway, impact, shape as well as guides the employees in the organization.

Concept of Human Resource Policies and Strategies and Their Forms

Recruitment and Selection: For a corporation to move from where it currently is to a point of where it actually wants to go or be, the corporation must have some strategic or tactical mapped out action plan. This mapped out plan is actually a sequence or succession of actions established to shape or structure the master plan of the human resource. This is done, bearing in mind that understanding and having awareness of the demand position of the employee wanted, desired or coveted or sought after will assist in deciding the severity and care with which to do this (Tamunomiebi, & Zeb-Obipi, 2013) ^[60]. The mapping out phase is a corrective and innovative procedure that is used to ascertain where the corporation ought to be in the future and how it can be propelled to the future with the aid of human resource staffing tasks (Graf, Hemmasi & Strong, 1996) ^[26]. A corporation with shortage of employees can formulate or design on the best policies on how to recruit and select competent employees to occupy the gaps or can as well subcontract the minor or low-pressure functions etc. The recruitment and the selection stages are critical tasks that aid the procedure of human resource planning by facilitating the attainment of the main, central or key aims or goals of having the appropriate manpower at the time occupying the requisite position so as to achieve the targets of the corporation. The tactical activity for human resource involves staffing tasks implemented so as to attain corporate victory or advancement ultimately. In the words of Akuamoah, Amedagbui, Buabasah and Letsa-Agbozoseph (2017) ^[3] the success or efficacy of the selection procedure can to a great extent influence or affect the productivity and monetary performance of the corporation, which in turn will affect the overall attainment of the corporate aims and objectives.

Recruitment master plan or strategy in the words of Heneman and Judge (2008) ^[28] is an interaction or teamwork linking corporation and human resource strategy that concerns main decisions concerning the acquisition at development of a corporate labor force, that includes decision on recruitment, the selection process as well as the selection and employment process. Heneman and Judge (2008) ^[28], Kumari (2012) ^[35], Shippis (2007) ^[57], Yusoff, Shah, Ali and Abubakar 2013) ^[64] concurred that recruitment approaches or master plan are grouped under two large titles namely: internal strategies and external strategies.

Internal Staffing- this is expressed according to Yusoff *et al* (2013) ^[64] as the set of tasks and procedures utilized by a corporation to occupy vacant positions proffering better job opportunities to the manpower already engaged and working in the corporation. Most corporations rely on the internal recruitment instead of recruiting externally because it boosts and encourages employees to be motivated and so they put in more effort at work hoping to be recognized and considered when an opening for a higher position does come up in the corporation. In the UK as expressed by a survey carried out by the Chartered Institute of Personnel Development, CIPD (2005) ^[14], corporations had eighty four percent (84%) of its recruitment done internally as a policy irrespective of the corporation being public or private. And as Rosman, Shah and Hussain (2013) ^[12] concur, corporations prefer internal recruitment to that of external recruitment because it provides the present workforce an opportunity of career development as well as promotion etc.

Therefore, internal recruitment boosts motivation and gives

rise to the culture of loyalty and stability between the current manpower. Internal recruitment also enables the present workforce to be conversant and connected and more knowledgeable to the policies and processes of the corporation that are relevant to it. Internal recruitment in the words of Kumari (2012) ^[35] enables the present employees to embrace the policies of the corporation in a short time since they are already part of the corporation unlike in the case of external recruitment where time will be spent training the new employees for them to get to learn and adapt and imbibe the culture, corporate governance, the policies and procedures of the corporation. And as Tamunomiebi and Orianzi (2019) ^[59] posited the business environment is concerned with ethical leadership that is garnered through ethical training, adapting the corporates ethical culture and formal ethical codes is to ensure that there is no unfavorable or disadvantageous or detrimental insinuation, connotation, suggestion or inference on the reputation and survival of the corporation.

But internal recruitment also has some drawbacks or snag or short comings and they are due to the fact that the employees having worked in the corporation for a while, have no new ideas to inject into the corporation, they are used to doing the same thing over and over again. And so, for the corporation to grow, it needs new minds with fresh ideas, and so external recruitment becomes relevant and necessary.

External Recruitment: Mondy, Noe and Premeaux (1996) ^[40] describes this recruitment process as being all about attracting or procuring suitable applicants from outside the corporation when within the corporation, there is no suitable or competent employee that can easily be promoted or transferred to occupy vacant positions. The main aim of this recruitment is to garner fresh and new ideas or talent from outside of the corporation. Also, this type of recruitment allows for equal opportunities amongst the applicants. Vo and Bartram (2012) ^[62] surmises that the external recruitment attracts people with competent and requisite capabilities into the corporation and if proficiently done will put an end to favoritism and nepotism.

The setbacks of this type of recruitment is that the employees in the corporation are not motivated to put in their best since when there is an opening, management looks outside on who to occupy the vacant position, and so morale is low and because the employees feel that they are not part of the corporation, commitment is non-existent, Rosman *et al* (2013) ^[52]. Knowing the type of recruitment type to adopt is a critical strategy for any corporation to undertake, nevertheless, there is no one particular type that is considered the best, or most suitable or most relevant, it all hinges on the type of vacancies to be filled, the size of the corporation, the requirements of the corporation, the budget allocation of the corporation and also the employee supply (Osoian & Zaharie, 2014) ^[47].

Outsourcing: This is a tactical approach utilized by corporations to lower costs and boost competitive edge by employing the services of an expert (third party) company to perform some tasks that it doesn't want to perform (Biriowu, 2017; Gilley, & Rasheed, 2000) ^[7, 23]. As cited in Biriowu, 2017) ^[7] stipulates that outsourcing can be categorized into three types namely: 1) Professional outsourcing services that comprises of specialized services like accounting services, technological services, legal services, informative services etc. 2) then manufacturing outsourcing services which comprises of outsourcing of the manufacturing of a distinct

part of the manufactured product, like the outsourcing of the manufacture of a Toyota Camary automobile radiator for a Toyota Camary automobile company, and 3) business process-specific outsourcing this deals with the outsourcing of distinct features of the operations of the organization to organizations that have expert knowledge in that field, example, a fashion house outsourcing to a delivery company the home delivery of its wears to their customers.

As cited in Biriowu (2017) ^[7] postulates that for the most part, corporations can choose to outsource their nonessential or supplementary tasks like cleaning, catering, clerical, secretarial, administrative jobs etc. But it should be noted that outsourcing comes with its on drawbacks or dangers as highlighted by Atilola as cited in Okeah (2022) ^[45] like low quality control, insecurity arising from security breach like leakage of confidential and private information, gradual deterioration of the culture and brand name of the corporation and also conflict arising from the main employees and the outsourced employees.

Both the internal and external recruitment exercise requires a variety of different staffing operations. For corporations to internally assume an equilibrium as to the number of manpower needed, they need to undertake the following internal staffing models which are stated below.

Employee Promotion: This is an aspect of the process of performance management that deals with the contributions of a personnel to the attainment of laid down goals, aims, etc., of the corporation and the personnel is recognized and rewarded by the corporation by being promoted. Gusdorf (2008) ^[27] defined employee promotion as a process whereby an employee is moved from his or her present position to a higher position, and this comes with more responsibilities and it also leads to the employee feeling respected, admired, and also gives him the impression that he is admired, respected, valued etc by management and others. Employee promotion is also used to tackle or breach the gap between human resource demand and human resource supply. Geet, Deshpande and Deshpande (2009) ^[22] surmises that in order to attract capable and appropriate workforce, corporations ought to have laid down policies that in clear terms state the standards, benchmark, basis and measures for evaluating the employee. Also, setting up a promotion policy is to make certain that the procedure is devoided of bias, obscurity, ambiguity, untrustworthiness and inequitable. In the words of (Ganesan & Weiz, 1996; Seibert, Kraimer, Holtom & Pierotti, 2013) ^[21, 46, 55] a crucial determinant of promotion policy depends on the career path and available vacancies that the human resource administrators will be able to forecast for the current employees. Stipulate that a career path outlines the responsibilities, competencies and requirements for each position to be occupied and so dictates who is qualified to be promoted to the next level in the corporation.

The systems used in promoting an employee in a corporation is very critical as this is the engine room or live wire of every corporation, because if the promotion system is fair and just, it leads to the corporation survival, but if not, it leads to the corporation demise. This can be seen in the research conducted by Bonavia and Marin-Garcia (2011) ^[8] in which they studied the impact of human resource management practices on organizations in Spain. In this research, they came to the conclusion that there existed a significant and positive relationship linking promotion opportunity and organizational performance. Also, the research conducted by Katou and Budhwar (2010) ^[32] stipulates that promotion

practice is positively connected to organizational performance. Surmising the conclusion from these two researches, it can be concluded that internal promotion boosts employee's satisfaction and so will lead to organizational effectiveness, efficiency and all-round organizational performance. Hence, in the words of Sabiu, Tang, and Joarder (2016) ^[54] for any corporation that wants to have a competitive edge that does lead to corporate survival, corporations must lay or pay more emphasis on internal promotion.

Employee Transfer: Employee transfer takes place when the employee moves from his or her present job position to occupy another job position of the same level and with the same terms of conditions of the one that he or she just moved from (Aswathappa, 2005) ^[5]. Reasons or basis that gives rise to employee transfer varies from corporation to corporation as it hinges on the size of the corporation, the corporations' policies, the type and kind of structure the corporation has etc. For instance, Sharma and Goyal (2010) ^[56] highlighted some reasons for employee transfer to include but not limited to moving or transferring personnel from a department that has lots of employees, that is surplus, to a department or departments that has few employees, that is shortage. Employee transfer constitute as a strategy adopted by corporations to enhance career development, which is to say that employee transfer occurs when management notices that employees are aloof, detached, unconcerned or are simply indifferent in their present job position, or are simply just not satisfied with their present job position. In the words of Prince (2005) ^[50] employee transfer betwixt various departments in the corporation is a sector wherein the corporation can immerse or accumulate or amass lots of goodwill. Employee transfers in corporations allows for a better pairing of employee's knowledge and competencies as well as the goals and targets of the corporation.

Transfer of employees between departments in the corporation does enhance interchange of knowledge and boosts integration between the departments, and these transfers also aids to build or establish an uncommon or peculiar human resource that gives rise to the corporation having competitive edge or canniness. In the words of Jacobson (2010) ^[31] the advantages and the disadvantages linked to investments in the staffing policies or personnel practices are lost or wasted when staff hiring and firing rate or staff resignation rate is managed badly or inadequately. Research carried out by Mabindisa (2013) ^[37] revealed that employee turnover reflects negatively on the image of the corporation and leads to the reduction in effective service delivery to customers. An equitable and unbiased employee transfer policy is required to guarantee that these transfers are administered in an unbiased way or process. As cited in Okeah, (2022) ^[45] postulates that appropriate employee selection and employee placement processes should be clearly defined or spelt out to make certain that employee transfer processes are fair and equitable and well thought-out and also in accordance with the affairs or business of the corporation. Coetzee and Mbanze (2014) ^[15] concurs that it is essential that the design of the corporates policy concerning employee transfer must be acceptable and unobjectionable to both the employees and the corporation. So, to enhance employee performance as well as overall corporate performance, the corporation ought to meticulously and cautiously map out or plan, or organize or design their internal transfer policy.

Training and Development: According to Mullins there exist certain vital parts of a training and development policy which are, the perspective that the constant training and retraining of the corporation's workforce is the standard or the rule or is normal and expected. That is to say that, for as long as the employee is in the employ of the corporation, he or she will constantly undergo training and retraining processes, so as to update and upgrade on new skills and talents as they emerge due to the ever-changing business world arising from technology etc.

Policy formulation is an activity that is intended for the achievement of corporate objectives, targets, etc as well as act simultaneously as a declaration or communicate as the ideology, beliefs or convictions of the corporation. Policy has been differentiated into three categories; policy has been seen as a guide to making decisions, as it helps to form the fundamental or essential rules needed to govern or control the operations of a department so as to attain the required goals of the corporation, also policies are formulated in order to control and prevent managers from acting obnoxiously, appallingly, unacceptably or unsatisfactorily, and then lastly, policies are formulated to serve as a standard when making decisions, which is to say that they are a benchmark to rely on when decisions are repeated under the same conditions (Monappa & Saiyadain, 2008) ^[39].

Rajasekar and Khan (2013) ^[51] opined that training and development is a principal strategy that corporations can rely on to make massive investment if they are able to develop a skillful, motivated employed employee. Training and development as defined by Truitt (2011) ^[61] comprises of activities that are utilized to enhance the performance of the workforce that are presently employed by the corporation and also to forecast the tasks that are needed to attain the forecasted requirements of the corporation. The key or central purpose of training and development strategy according to Bala, Aklahyel and Ibrahim (2014) ^[6] is to aid the corporation in attaining and realizing its comprehensive aims and objectives and also that of the employees' goals and objectives. Simply put, training and development strategy are crucial for breaching the gap between employee performance and corporate performance.

For corporations to stay ahead of their competitors, they must always carryout training and development, since the business world is always changing, they must keep up with the trends and so must have employees with current competent talent, skills and with the right competencies in the corporation. Studies conducted by Cook (2015) ^[17], Divya and Gomathi (2015) ^[18], Falola, Osinbanjo and Ojo (2014) ^[20], Sabiu *et al* (2016) ^[54], all concluded that there exist a strong and positive correlation linking training and development and competitive advantage. All these studies buttress the point that training and development is a crucial part of the human resource management that aids employees to efficiently and effectively carryout their tasks and so gains satisfaction while doing it and does it enthusiastically (Wahab, Hussain, Shah, Zadeh & Hussain, 2014) ^[63]. Mabindisa (2013) ^[37] agreeing, concurs that this invariably will enhance morale, minimize staff turnover and in the long run, save money for the corporation.

Training entails evaluation of a continuous process that assists the corporation to collect relevant data that can be utilized to ascertain the training requirements of its workforce to model the process of developing the type of training that will sustain the attainment of the corporations' objectives

(Brown, 2002)^[9]. Carrying out a needs assessment test is a vital tool that is used in identifying and analyzing the gap linking the present workforce skills and the skills needed for effective job performance as stipulated by Cekada, (2010)^[13], Mirza and Riaz (2012)^[38]. Cekada (2010)^[13] also went on to state that during the process of carrying out a needs assessment test, the corporation can identify, regulate and supervise the whole actions of the training and development exercises. Brown (2002)^[9] and Goldstein (1993)^[24] talked about three levels of needs assessment which are: the first being organizational analysis which deals with forecasting and establishing, or ascertaining, or deciding the knowledge and competencies the employees will require; the second being task analysis and this deals with establishing the key and vital tasks in conjuncture with the knowledge and competencies required to carry out the job; and the third analysis is individual analysis and this deals with the establishing of which of the employees does require training. According to Cekada (2010)^[13] carrying out a training needs assessment test in the corporation is very crucial as it assists the corporation not only in saving money, but also to save time and energy by concentrating and solving the right problems as they arise. And these data to be analyzed are gathered through observation, questionnaire, interviews, focus groups, tests and then reports from past performance appraisal records (Brown, 2002)^[9].

So therefore, it is very important to conduct assessment entrenched on the utilization of correct and precise well founded and dependable data input. Hence, it is crucial that the supervisor's role is to aid the employees in recognizing their training needs. And so, Prince (2005)^[50] says there should be no ambiguity in the communication process between the employee and the supervisor, so that the employee knows in clear terms what is needed of him to do to undergo training and so does it. The Human Resource Information System is one principal tool that is utilized to assist corporations when they undertake the process of training their employees. According to Goodman, French and Battaglio (2013)^[25] Human Resource Information System is a necessity for every corporation as it aids the human resource systems by enabling the human resource manager effortlessly make the employee demand forecasting requirements and also aids the human resource managers strategize appropriately. Additionally, the Human Resource Information Systems has assisted corporations with the training process and as can be deduced in the words of Nagendra and Deshpande (2014)^[42] the continuous use of the Human Resource Information Systems has led to the enhancement and improvement of training needs analysis when carrying out the training and development process.

Employee Release: There are various ways in which corporations handle or tackle excess or surplus employees in their employ, one of which is a ban or restriction or embargo on recruitment for a couple of years, termination of employment etc. the human resource management must decide on the most suitable approach to adhere to at any given time taking into cognizance the result of the gap analysis which is hinged on the corporations' plan, the state of affairs of the corporations' finances, etc. It is said that surplus human resource otherwise known as slack resources is required in a corporation to act as a shield or mitigate or act as a guard in times of environmental uncertainty or internal conflict or instability, thereby proffering or rendering the corporation some form of adaptability (Luo, Zhang, Luo & Ge, 2017)^[36].

They also described slack resources to be the employees of a corporation that are surplus of what the corporations needs to function efficiently, these employees are either utilized or absorbed or unutilized or unabsorbed. Slack resources in a corporation are absorbed in a corporation due to the financial affairs as well as how productive the corporation is.

Nevertheless, the corporation can determine to place an embargo or ban on recruiting of new manpower over a couple of years or a stipulated time period, thereby giving rise to compulsory retirement due to age which will definitely reduce the staff strength. Kenton as cited in Okeah (2022)^[46] defines job ban or job embargo as a short term or interim restriction of hiring of non-essential workers in order to reduce cost, but on the flipside, employees performing badly, mediocre or poorly or below standard are forced to be retained by the corporation, which will overstretch, overwork, put pressure on and drain the employees. And so, for the staffing process to be competently, professionally and effectively conducted in order to attain the required goals of the corporation, management of the skills, talent, capabilities and all-round competencies as well as the career path of the employee has to be done through career planning and also organizational career management.

Based on the corporation's prerogative, they can opt to straight out sack, or terminate or layoff any employee they wish to. Kakhan as cited in Okeah (2022)^[45] defines the termination of an employee as putting an end to the contract between the employee and the corporation, this can be done by the employee leaving the corporation on their own free will without any compulsion from the corporation (voluntarily), or the termination can be done by compulsion or force from the corporation when they fire, layoff or decide to down size (involuntarily). An employee can decide to leave the corporation voluntarily when the corporation decides to offer him or her an extremely large termination pay, or dismissal wage, or redundancy pay or severance pay. Also, the employee can decide to leave the corporation voluntarily when the corporation transfers him or her to a location that is not suitable to him or her, the corporation has overlooked and bypassed them when promoting other employees or that he or she considers the working conditions to be horrible and unbearable, etc, these reasons can be described as conditional dismissal.

The dismissal, or sacking or redundancy approach utilized by corporations essentially results in the employee becoming unemployed. And as Sobieralski and Nordstrom (2012)^[58] puts it, dismissal, or sacking or redundancy strategy seems to be an easy or hasty or hurried tactic that corporations adopt that enables them to prune their excess or surplus manpower on the basis of their talents, skills, capabilities, competencies, etc., and this is necessitated by the exigency of the corporation to survive or necessitated by the obligation or urgency to reposition the corporation. Concurring, Ebong, Ogwumike, Udongwo and Ayodele (2016)^[19] describes sacking of an employee in the period of business conflict, tumult, disturbance, unrest or instability can be a strategic approach that the corporation utilizes to reposition itself. The notion that employees would be laid off or sacked possess a lot of difficulties on the employees, it leads to anxiety that then leads to lack of commitment in the corporation, laxity to work, stress and then lack of productivity or low productivity. In the words of Cascio (2009) there should be a yardstick, benchmark or standard when deciding on who to sack and who to retain. A corporation can utilize a variety of sacking

or redundancy technique when tackling manpower excess or manpower surplus, ranging from short-term, temporary or interim, or non-permanent layoffs, permanent, lasting or indefinite layoffs, incentives, inducement or stimulus for voluntary separation, to leave without pay as well as early retirement pay.

Incentive for Voluntary Separation: this is one of a variety of options or techniques that corporations adopt when they want to prune their excess or surplus manpower. This technique enables the corporation to induce, tempt, seduce or coax the employee into voluntary termination. Bulmash, Chhinzler and Speers (2010) regards this technique as a compassionate, understanding, humanitarian and magnanimous approach on the part of management, and sees it as being more efficient and timely practice or technique for dealing with issues of excess or surplus manpower of the corporation than out-right sack or redundancy or layoffs. One major setback of this technique is the danger that more employees would want to leave the corporation voluntarily (exceeding the number that management actually intended) than those that want to stay, thereby leading to a shortage of manpower. Furthermore, incentive for voluntary separation can lead to the more competent employees in the corporation deciding to take up managements offer and leave voluntarily and constituting a problem for the corporation in the near possible future. Also, another drawback of incentive for voluntary separation has to do with the cost implication associated to/with it, if the employees perceive that the incentive is not up to par with what they feel they are worth, they will refuse to take-up the offer from management, thereby refusing to leave voluntarily. Bulmash *et al* (2010) opines that all these difficulties, setbacks or drawbacks can actually be avoided if management can clearly state the actual number of employees it is expecting to embrace this technique and voluntarily terminate their contract, who is qualified to voluntarily leave, the amount of money the corporation is willing to pay each employee (depending on the cadre, years spent working in the corporation etc.), and the main reason why the corporation is actually carrying out this exercise.

Early Retirement: Early retirement motivation or incentives constitutes one of the favored or sought-after methods of tackling manpower surplus or excess in the corporation. This tactic according to Patton (2000) ^[48] is proposed or proffered to a restricted group of employees that have been in the employ of the corporation longer than others and so are given the option of retiring earlier than their duly appointed time (based on age). In the words of Applebaum, Patton and Shapiro (2003) ^[4] early retirement package deal provide a swift, fast, straightforward, uncomplicated and effortless strategy to tackle manpower surplus or excess. Paul and Townsend (1992) ^[49] on the other hand highlights the criticisms of early retirement incentives that include the effect that it has on the employees' values, power and security as well as self-image issues arising out of psychology of the employee and financial problems etc.

Leave without Pay: According to Niehaus and Price (2013) ^[44] corporations utilizes this technique by urging, persuading or goading the employee into interim, or short-term or temporarily leaving the corporation with no incentive. Corporations adopts this strategy in managing manpower surplus or excess in the short term or temporarily. And as Bulmash *et al* (2010) ^[10] opines, corporations must clearly state the terms and duration of the employee taking this leave

without pay.

Conclusively, it can be deduced that the key purpose or aim of sacking, redundancy, layoffs or downsizing of manpower in a corporation is either advantageous or successful, or disadvantageous or unsuccessful to the corporation, and the reason for and technique used in laying-off employees will dictate the end result (Applebaum *et al*, 2003) ^[4]. The fact that there is an actual plan of action from the start is what does differentiate corporations that are successful when they downsize from those that have no plan of action, and so when they do downsize, they become unsuccessful as it might lead to the demise of their corporation. Corporations ought to consider the short- and long-term cost implications when deciding on downsizing, laying-off or sacking of employees. It should be stated that before a plan of action is adopted, senior management must make certain that the different viable or suitable or prospective plan must conform with the legislation and regulations that exists in the corporation. As Idrisoglu (2014) ^[29] would say, it is pertinent that excess employees in the corporation be determined based on job analysis. This is so as the actual number of employees and vacancies required for every department intends to be gotten or decided or ascertained using this technique.

Empirical Review

Katua, Mukulu and Gachunga (2014) ^[33] studied the effect of employee resourcing strategies on the performance of commercial banks in Kenya with three hundred and forty-nine (349) as the sample size with Anova as the statistical tool and the findings are employee resourcing strategies like recruitment, selection, induction does boost the performance of organizations (commercial banks).

Kehinde (2012) ^[34] investigated talent management and its effect on organizational performance in Lagos Nigeria with a sample size of sixteen (16) and correlation coefficient otherwise known as Pearson's coefficient correlation as the data analysis and the findings as the demand for competent talent or the talent with adequate competencies surpasses supply.

Researched on the impact of recruitment and selection policy on the performance of Tanzania's business organizations in Tanzania, with a sample size of two hundred and forty-five (245) using Spearman Rank Order correlation as the data analysis with findings as a direct linkage between recruitment and selection policy and the performance of the organization. Saba and Fizza (2015) ^[53] researched on the impact of training and development employee's performance and productivity, a case study of Bahiria Pakistan with a sample size of thirty-three (33) and Regression analysis as the statistical tool and the findings as training and development having a significantly and positive effect on the job performance of the human resource.

Conclusion

This paper theoretically talked about some human resource policies and strategies that organizations rely on to advantageously position their organization competitively. Some of these policies are engaged by organizations when they are in distress to still stay afloat and survive the harsh environment it finds itself in, while others are employed to shed itself of surplus, excess unproductive employees, and so, pruning the organization is a strategy that is employed to position the organization for enhanced performance. Conclusively, human resource policies and strategies are

general guidelines that organizations put in place to achieve their aims, goals and objectives in order to effectively and efficiently enhance performance. This paper showcased some of these policies and strategies utilized by organizations. Lastly, the policies and strategies laid by organizations must be such that it is appealing so as to easily and effortlessly procure human capital/personnel/staff/employees/workforce, since as we all know, employees are critical assets, essential contributors and strategic factors of organization production and without the employees, there is no organization (Okeah, 2022) ^[46].

Recommendations

This paper recommends that since every organizational structure, budget, culture, staff strength etc, are different, each organization needs to put in place policies and strategies that best fit its organization. Also, for any organization to survive or go moribund, the polices and strategies must be written in simple clear English that every employee that reads it easily understands and complies with. Furthermore, malmanagement must know how to motivate and reward its employees appropriately so as to curb employee turnover rate.

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