

# Strategic Human Resource Management and Organizational Effectiveness of Nigerian Custom Service: Challenges and Opportunities

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**Abstract:-** This study investigates the relationship between strategic human resource management (SHRM) practices and organizational effectiveness within the Nigerian Custom Service (NCS). The objectives are to examine the extent to which human resource philosophy and policies relate to productivity and adaptability, as well as to assess the moderating effect of organizational culture on these relationships. Utilizing a mixed-methods approach, the research employs quantitative methods, including Spearman's rho and partial correlation analysis, to analyze data collected from employees across various NCS divisions. Findings reveal a significant positive correlation between human resource philosophy and productivity, as well as adaptability, indicating that a well-defined HR philosophy enhances employee performance and flexibility in the face of change. Furthermore, the study highlights the significant impact of human resource policy on both productivity and adaptability, suggesting that comprehensive HR policies are crucial for optimizing employee contributions and responsiveness to organizational challenges. Additionally, organizational culture is found to play a vital moderating role in the relationship between strategic human resource management and organizational effectiveness, underscoring the importance of fostering a positive workplace culture to achieve desired outcomes. This research contributes to the existing body of knowledge by providing empirical evidence specific to the Nigerian context and offers practical recommendations for enhancing SHRM practices within the NCS to improve overall effectiveness. The study serves as a valuable resource for scholars, practitioners, and policymakers interested in the intersection of human resource management and organizational performance.

**Keywords:-** Strategic Human Resource Management, Organizational Effectiveness, Organizational Culture, Nigerian Customs Service.

## I. INTRODUCTION

In recent years, the role of strategic human resource management (SHRM) has gained prominence as organizations seek to align their human resources with their strategic goals to enhance overall effectiveness. Human resource philosophy and policy are integral components of SHRM, influencing various organizational outcomes such as

productivity and adaptability (Becker & Huselid, 2006). The Nigerian Custom Service (NCS), as a critical agency within the country's economic framework, faces unique challenges that necessitate an examination of its human resource practices and their implications for organizational performance.

The philosophy underlying an organization's HR practices often determines how employees perceive their roles and responsibilities, which can significantly impact productivity. According to Wright and Nishii (2013), a strong HR philosophy fosters a culture of engagement and commitment, which are crucial for achieving high levels of employee performance. In the context of the NCS, understanding how HR philosophy relates to productivity is essential, as it can provide insights into enhancing operational efficiency and achieving strategic objectives.

**Adaptability**, defined as an organization's ability to respond effectively to changing circumstances, is another critical outcome influenced by HR practices. The dynamic nature of the external environment, characterized by evolving regulations and market conditions, requires organizations to cultivate a workforce that can swiftly adapt to new challenges (Brewster et al., 2016). By examining the relationship between HR philosophy and adaptability within the NCS, this study aims to shed light on how human resource practices can facilitate organizational resilience and responsiveness.

Moreover, HR policy plays a vital role in shaping the operational landscape of an organization. Effective HR policies can drive productivity by ensuring that employees are adequately trained, fairly compensated, and appropriately recognized for their contributions (Boxall & Purcell, 2016). This research seeks to investigate the extent to which **HR policy** relates to **productivity** and **adaptability** in the NCS, thereby highlighting potential areas for improvement.

The moderating effect of **organizational culture** on the relationship between SHRM and organizational effectiveness is a crucial consideration in this study. Organizational culture, encompassing the shared values, beliefs, and practices within an organization, can either enhance or impede the successful implementation of HR strategies (Schein, 2010). Understanding how organizational culture influences the relationship between SHRM and effectiveness in the NCS is

essential for developing tailored HR interventions that align with the agency's operational goals.

#### A. Statement of the Problem

The Nigerian Custom Service (NCS) plays a pivotal role in regulating trade and enhancing revenue generation for the country. However, the effectiveness of the NCS has been questioned, particularly in light of persistent challenges related to productivity, adaptability, and overall organizational performance. As globalization and technological advancements continue to reshape the operational landscape, there is a pressing need for the NCS to adopt strategic human resource management (SHRM) practices that align with its strategic goals (Adeoye & King, 2015). However, many organizations, including the NCS, often grapple with integrating effective HR philosophies and policies that foster employee engagement and high performance.

Research indicates that organizations with well-defined HR philosophies experience higher levels of productivity and adaptability (Wright & Nishii, 2013). Despite this, the NCS has yet to fully leverage its human resources to achieve optimal effectiveness. Existing HR practices may not adequately reflect the dynamic needs of the organization, leading to suboptimal performance outcomes. Moreover, a lack of alignment between HR policies and organizational goals may contribute to inefficiencies and hinder the NCS's ability to respond effectively to changes in the regulatory and economic environment (Brewster et al., 2016).

Furthermore, the role of organizational culture in shaping the effectiveness of HR strategies cannot be overlooked. Culture is often described as the underlying framework that influences employee behavior and attitudes towards their work (Schein, 2010). In the context of the NCS, an organizational culture that does not support adaptability and innovation may further exacerbate existing challenges. Understanding how organizational culture moderates the relationship between SHRM and effectiveness is crucial for identifying barriers to successful HR implementation (Smirnova et al., 2017).

While the NCS has potential for improved performance through strategic human resource management, several challenges persist. These include insufficient alignment of HR philosophy and policy with productivity and adaptability goals, as well as the moderating impact of organizational culture on overall effectiveness. Addressing these issues is essential for enhancing the NCS's ability to fulfill its mandate effectively and sustainably.

#### B. Research Hypotheses

The following null hypotheses were tested to ascertain the relationships between the operational dimensions of the predictor and criterion variables of the study.

- **H<sub>01</sub>:** There is no significant relationship between human resource philosophy and productivity in the Nigerian Custom Service.

- **H<sub>02</sub>:** There is no significant relationship between human resource philosophy and adaptability in the Nigerian Custom Service.
- **H<sub>03</sub>:** There is no significant relationship between human resource policy and productivity in the Nigerian Custom Service.
- **H<sub>04</sub>:** There is no significant relationship between human resource policy and adaptability in the Nigerian Custom Service.
- **H<sub>05</sub>:** Organizational culture does not significantly moderate the relationship between strategic human resource management and organizational effectiveness in the Nigerian Custom Service.

#### C. Scope of the Study

The scope of this study encompasses several dimensions, including content scope, geographical scope, and unit of analysis, each of which defines the boundaries and focus of the research.

#### D. Content Scope

This study specifically examines the relationship between strategic human resource management (SHRM) practices and organizational effectiveness within the Nigerian Custom Service (NCS). It focuses on key variables, including human resource philosophy, human resource policy, productivity, adaptability, and organizational culture. The research aims to analyze how these variables interact and influence the overall effectiveness of the NCS. The study also investigates the moderating effect of organizational culture on the relationship between SHRM and organizational effectiveness, providing a comprehensive understanding of how these factors contribute to the agency's performance.

#### E. Geographical Scope

The geographical scope of this study is limited to the Nigerian Custom Service, with a specific focus on its operations across various regions of Nigeria. Given the vastness and diversity of Nigeria, the research will consider multiple operational units within the NCS to ensure a representative sample. This geographical focus allows for an in-depth analysis of how regional differences may influence HR practices and their effectiveness in achieving organizational goals.

#### F. Unit of Analysis

The unit of analysis for this study is primarily the employees and management of the Nigerian Custom Service. This includes examining the perspectives of HR practitioners, frontline employees, and management personnel regarding the impact of HR philosophies and policies on productivity and adaptability. The study utilizes surveys and interviews to gather data from a diverse range of respondents, ensuring a comprehensive understanding of the human resource dynamics within the NCS. Additionally, the analysis encompasses organizational-level data to assess the broader implications of SHRM practices on the overall effectiveness of the NCS.

## II. LITERATURE REVIEW

### A. Theoretical Framework

Every empirical study is essentially domiciled in relevant theories. The theoretical framework for this study is anchored in the **Strategic Alignment Theory** and the **Contingency Theory**.

### B. Strategic Alignment Theory

Strategic Alignment Theory emphasizes the critical relationship between an organization's human resource management (HRM) practices and its strategic objectives. According to Miller (2002), aligning HRM practices with organizational strategy enables companies to effectively utilize their human capital, thereby enhancing overall performance. This alignment not only facilitates the achievement of strategic goals but also ensures that employees are working towards a common purpose, which is vital in any organizational setting. The theory posits that when HR practices, such as recruitment, training, and performance management, are closely integrated with the organization's strategic plan, they can foster a culture of engagement and high performance among employees.

In the context of the Nigerian Custom Service (NCS), Strategic Alignment Theory plays a crucial role in ensuring that HR policies are tailored to meet the agency's regulatory and operational mandates. The NCS operates in a dynamic environment that requires constant adaptation to changing trade regulations, technological advancements, and socio-economic conditions. For instance, aligning HR practices with the agency's strategic goal of enhancing trade facilitation and revenue collection necessitates effective training programs that equip employees with the necessary skills and knowledge (Jackson & Schuler, 1995). This alignment can lead to increased efficiency and effectiveness in customs operations, ultimately contributing to the overall performance of the agency.

Moreover, effective alignment of HRM practices can lead to higher employee motivation and satisfaction. When employees perceive a clear connection between their roles and the organization's strategic goals, they are more likely to engage in discretionary behaviors that exceed basic job requirements (Becker & Huselid, 2006). This sense of purpose can significantly impact productivity, as motivated employees tend to exhibit greater adaptability to change and a willingness to embrace new initiatives. In the NCS, fostering such motivation through aligned HR practices can enhance the agency's responsiveness to challenges in trade enforcement and regulation.

Strategic Alignment Theory provides a valuable framework for examining the relationships between HRM practices and organizational effectiveness within the Nigerian Custom Service. By prioritizing alignment, the NCS can leverage its human resources to achieve its strategic objectives, thereby enhancing operational efficiency and overall effectiveness. This approach not only supports the

agency's current operational needs but also positions it for future success in an increasingly complex regulatory environment.

### C. Contingency Theory

Contingency Theory posits that organizational effectiveness is contingent upon the alignment of management practices with the specific context in which an organization operates (Lawrence & Lorsch, 1967). This theory asserts that there is no single best way to manage an organization; instead, the effectiveness of management practices varies based on a range of factors, including organizational size, technology, and the external environment. Contingency Theory highlights the need for flexibility and adaptability in management approaches, which can be particularly relevant in dynamic and complex environments.

For the Nigerian Custom Service, applying Contingency Theory means recognizing that the agency must adapt its human resource strategies to the unique challenges it faces. The NCS operates within a rapidly evolving regulatory framework and must respond to various external pressures, such as changes in trade policies and shifts in the global economy. This adaptability is crucial for the agency to remain effective in its roles of trade enforcement, revenue collection, and compliance monitoring (Mintzberg, 1994). By employing a contingency approach, the NCS can tailor its HR practices to meet the specific needs and circumstances of its operational environment.

Additionally, Contingency Theory underscores the role of organizational culture in shaping the effectiveness of HR practices. The cultural values and beliefs within the NCS influence how employees respond to management initiatives and adapt to changes (Schein, 2010). For example, if the organizational culture promotes openness and collaboration, employees may be more willing to engage in innovative practices that enhance adaptability and responsiveness. This perspective suggests that understanding and leveraging the organizational culture is essential for the successful implementation of HR strategies within the NCS.

Contingency Theory offers a robust framework for analyzing how the Nigerian Custom Service can effectively manage its human resources in alignment with its specific operational context. By acknowledging the need for flexibility and adaptability, the NCS can design HR practices that are responsive to external changes and internal dynamics. This approach not only enhances the effectiveness of the agency but also fosters a work environment that encourages employee engagement and innovation in the face of evolving challenges.

### D. Conceptual Framework

Below, is the conceptual framework showing the variables studied, the constructs employed as their operational dimensions, and the hypothesized lines of relationship between them.

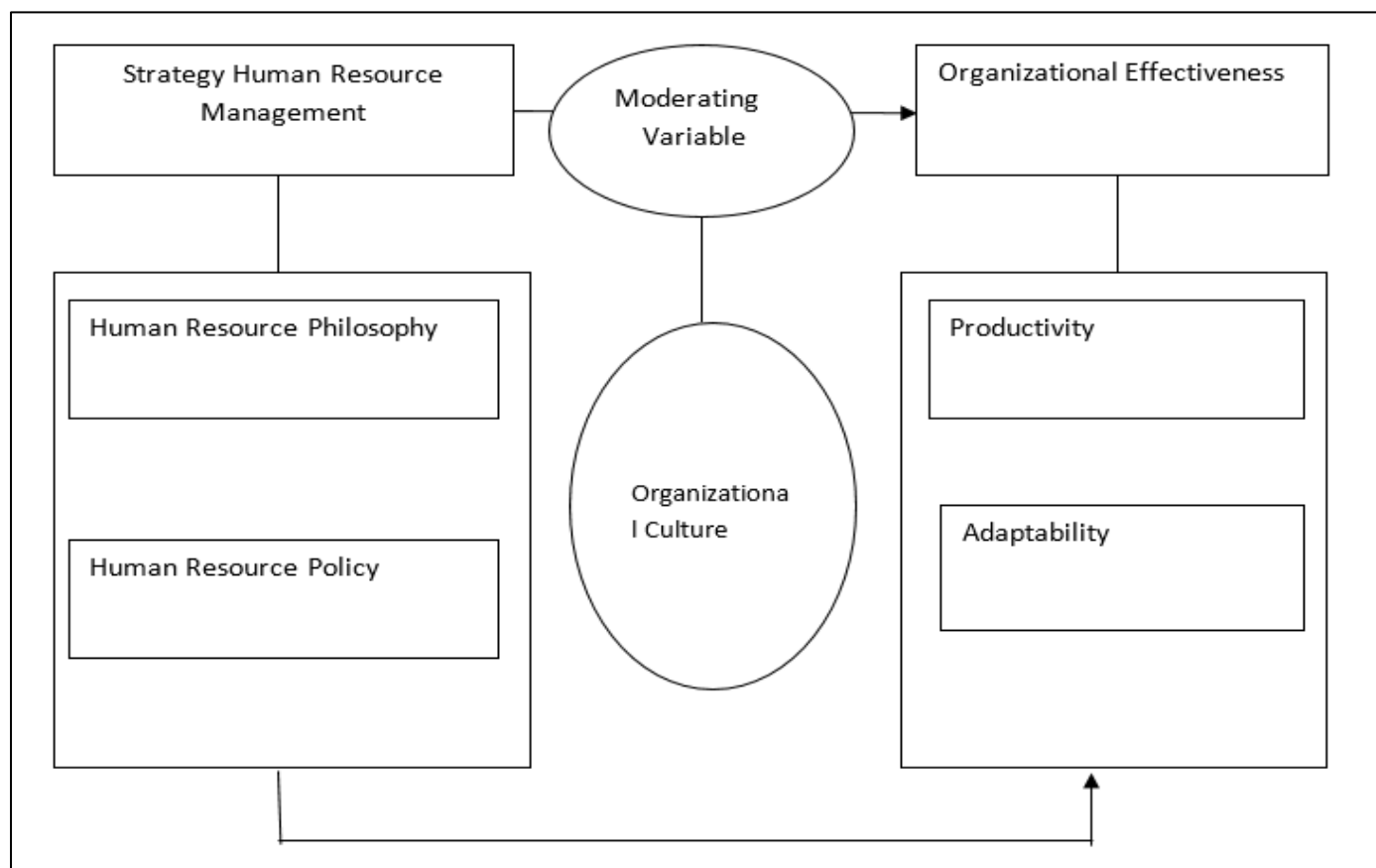


Fig 1: Conceptual Framework

- Dimensions: Randall S. Schuler (1992)
- Measures: Aakanksha, Renuand Pooja (2013)
- Moderator: Ulrich & Dulebohn, (2015)

#### E. Strategic Human Resource Management (SHRM)

Strategic Human Resource Management (SHRM) is an approach to managing human resources that emphasizes the integration of HR practices with the strategic goals and objectives of an organization. This paradigm shift recognizes that human resources are critical assets that significantly contribute to an organization's competitiveness and overall performance. Traditionally, human resource management focuses on operational tasks such as recruitment, payroll, and compliance with labor laws. However, SHRM transforms this perspective by positioning HR as a key player in strategic decision-making processes (Wright & Nishii, 2007).

SHRM encompasses various activities, including workforce planning, talent management, performance management, and employee development. These activities are designed not only to meet the current needs of the organization but also to anticipate future challenges and opportunities. By aligning HR practices with the broader organizational strategy, SHRM helps organizations enhance their agility, adaptability, and responsiveness to changes in the external environment (Becker & Huselid, 2006).

In the context of the Nigerian Custom Service (NCS), SHRM is particularly crucial due to the agency's role in trade regulation and enforcement. The NCS operates within a complex regulatory environment that requires it to adapt quickly to changing policies, economic conditions, and technological advancements. Therefore, effective SHRM practices can enhance the agency's capacity to achieve its strategic objectives, such as improving trade facilitation, increasing revenue collection, and enhancing compliance with international trade standards.

Moreover, SHRM can significantly influence employee engagement and organizational performance. Research has shown that when HR practices are aligned with organizational goals, employees are more likely to feel a sense of purpose and commitment to their work (Jackson & Schuler, 1995). For instance, by implementing targeted training programs that equip employees with the necessary skills to navigate regulatory changes, the NCS can foster a culture of continuous learning and development. This alignment not only enhances employee performance but also contributes to the agency's overall effectiveness in fulfilling its mandate.

Strategic Human Resource Management is a vital component of organizational success, particularly in dynamic environments such as the NCS. By integrating HR practices with strategic objectives, the agency can leverage its human capital to achieve desired outcomes, improve productivity, and enhance adaptability in the face of regulatory challenges.



#### *F. Human Resource Philosophy*

Human Resource Philosophy is a foundational aspect of an organization's approach to managing its workforce. It encompasses the core beliefs and values that shape how an organization views its employees and their roles within the organization. A well-defined HR philosophy serves as a guiding framework for HR practices and policies, influencing everything from recruitment and training to performance management and employee relations (Ulrich & Dulebohn, 2015).

A strong HR philosophy promotes a positive work environment, emphasizing employee well-being, development, and engagement. For the Nigerian Custom Service, an effective HR philosophy is crucial for fostering a sense of purpose among employees and creating a culture that values integrity, transparency, and collaboration. By prioritizing these values, the NCS can enhance officers' morale and retention, ultimately contributing to higher productivity and adaptability in the face of regulatory changes and operational challenges.

Furthermore, an inclusive HR philosophy can drive organizational performance by ensuring that all employees feel valued and empowered. When employees perceive that their contributions are recognized and appreciated, they are more likely to engage in discretionary behaviors that exceed basic job requirements (Becker & Huselid, 2006). In the context of the NCS, fostering such motivation through a well-defined HR philosophy can enhance the agency's responsiveness to challenges in trade enforcement and regulation.

An organization's HR philosophy also plays a critical role in shaping its organizational culture. A positive HR philosophy can cultivate a culture that encourages open communication, collaboration, and innovation. For the NCS, fostering a culture that aligns with its strategic objectives can enhance officers' engagement and commitment, ultimately leading to improved performance and effectiveness in achieving its regulatory mandates.

Human Resource Philosophy is a key variable in the relationship between Strategic Human Resource Management and organizational effectiveness. By developing a strong HR philosophy that emphasizes employee engagement and well-being, the NCS can enhance its overall performance and adaptability in a complex regulatory environment.

#### *G. Human Resource Policy*

Human Resource Policy refers to the formal guidelines and procedures that govern how various HR practices are implemented within an organization. These policies outline the organization's approach to recruitment, training, performance evaluation, employee relations, and other HR functions. Effective HR policies are essential for ensuring consistency, fairness, and compliance with legal and regulatory requirements (Dessler, 2017).

For the Nigerian Custom Service, the implementation of robust HR policies can significantly impact the agency's effectiveness. Clear recruitment policies that focus on attracting and retaining qualified personnel are critical for ensuring that the NCS has the talent necessary to fulfill its regulatory functions. For instance, targeted recruitment strategies that emphasize the importance of skills and experience relevant to customs operations can help the agency build a capable workforce.

Training policies also play a crucial role in enhancing employee performance and adaptability. By investing in continuous professional development and training programs, the NCS can ensure that its personnel are equipped with the latest knowledge and skills necessary to navigate regulatory changes and technological advancements. Effective training policies not only enhance employee competence but also contribute to increased job satisfaction and engagement.

Performance management policies are another essential component of HR policy that can influence organizational effectiveness. By establishing clear performance evaluation criteria and providing regular feedback, the NCS can foster a culture of accountability and continuous improvement. Employees who understand how their performance is measured and how it contributes to the agency's goals are more likely to be motivated to perform at their best (Khan, 2021).

Human Resource Policy is a critical variable that shapes the relationship between Strategic Human Resource Management and organizational effectiveness. By implementing clear and effective HR policies, the NCS can enhance its ability to attract, retain, and develop a skilled workforce, ultimately contributing to its overall performance and effectiveness in fulfilling its regulatory mandates.

#### *H. Productivity*

Productivity is a measure of the efficiency with which an organization converts inputs into outputs. In the context of the Nigerian Custom Service, productivity refers to the agency's ability to perform its functions related to trade enforcement and revenue collection effectively. High productivity levels are indicative of an organization's capacity to optimize its resources and achieve operational efficiency (Khan, 2021).

For the NCS, increasing productivity is crucial for fulfilling its regulatory mandates and contributing to national economic development. A productive workforce is characterized by high levels of engagement, efficiency, and effectiveness in carrying out tasks. Research has shown that organizations that implement effective SHRM practices tend to experience higher levels of productivity due to the enhanced motivation and commitment of their employees (Becker & Huselid, 2006).

Several factors can influence productivity within the NCS, including personnel training, performance management, and organizational culture. For instance, by investing in targeted training programs, the agency can ensure that personnel possess the necessary skills and knowledge to perform their roles effectively. Additionally, performance management systems that emphasize accountability and regular feedback can lead to improved employee performance and increased productivity.

Furthermore, organizational culture plays a significant role in shaping productivity levels. A culture that promotes collaboration, innovation, and continuous improvement can enhance employee morale and motivation, ultimately leading to higher productivity levels (Schein, 2010). In the context of the NCS, fostering a culture that aligns with the agency's strategic objectives can enhance personnel engagement and commitment, resulting in improved performance and effectiveness.

Productivity is a critical variable that is influenced by Strategic Human Resource Management practices, Human Resource Philosophy, and Human Resource Policy. By focusing on enhancing productivity within the NCS, the agency can improve its overall performance and effectiveness in fulfilling its regulatory mandates and achieving its strategic objectives.

#### *I. Adaptability*

Adaptability is the capacity of an organization to adjust its strategies, structures, and practices in response to changes in the external environment. It reflects an organization's ability to innovate, learn, and remain relevant in a rapidly changing landscape (Teece, 2007). In the context of the NCS, adaptability is crucial for effectively navigating evolving trade policies, technological advancements, and socio-economic shifts.

A workforce that is adaptable can respond to challenges and opportunities more effectively, enabling the NCS to maintain its effectiveness in trade regulation and enforcement. Effective SHRM practices play a vital role in fostering adaptability among employees. By creating a culture that encourages learning, experimentation, and flexibility, the NCS can enhance its ability to respond to changes in the regulatory environment and effectively manage operational challenges.

Training and development initiatives are essential for promoting adaptability within the NCS. By providing employees with opportunities to acquire new skills and knowledge, the agency can ensure that its workforce is equipped to respond to evolving demands and challenges. Furthermore, fostering an environment that encourages open communication and collaboration can enhance the agency's capacity to adapt to changes and implement innovative solutions.

Organizational culture also plays a significant role in influencing adaptability. A culture that values innovation, creativity, and collaboration can enhance the NCS's ability to

respond to changes and seize opportunities. When employees feel empowered to share their ideas and collaborate on solutions, the agency is more likely to implement effective changes that improve its performance and effectiveness (Schein, 2010).

Adaptability is a critical variable in the relationship between Strategic Human Resource Management and organizational effectiveness. By fostering a culture of learning and flexibility, the NCS can enhance its adaptability and resilience, ultimately improving its operational performance and service delivery.

#### *J. Organizational Culture*

Organizational Culture refers to the shared values, beliefs, and norms that influence how employees behave and interact within an organization. It shapes the organizational climate and impacts employee engagement, decision-making, and overall performance (Schein, 2010). A strong organizational culture aligns employees with the organization's mission and fosters a sense of belonging and commitment.

In the Nigerian Custom Service, organizational culture can significantly affect the implementation of HR practices and the agency's overall effectiveness. A culture that emphasizes collaboration, integrity, and accountability will enhance employee morale and engagement, which are essential for successful customs operations. Additionally, an adaptive culture encourages innovation and responsiveness to change, enabling the NCS to navigate the complexities of trade regulation and enforcement effectively.

The role of leadership in shaping organizational culture cannot be overstated. Leaders set the tone for the culture by modeling desired behaviors and establishing expectations for employee conduct. In the context of the NCS, leadership that prioritizes transparency, ethical conduct, and employee development can cultivate a positive organizational culture that enhances performance and effectiveness. Furthermore, involving employees in decision-making processes can foster a culture of trust and collaboration, ultimately leading to improved organizational outcomes (Ulrich & Dulebohn, 2015).

A strong organizational culture can also enhance employee retention and reduce turnover rates. When employees feel a strong sense of connection to the organization's values and mission, they are more likely to remain committed to their roles and contribute positively to the organization. For the NCS, fostering a culture that aligns with its strategic objectives can lead to enhanced employee engagement and commitment, resulting in improved performance and effectiveness in fulfilling its regulatory mandates.

Organizational culture is a critical variable that influences the relationship between Strategic Human Resource Management and Organizational Effectiveness. By cultivating a strong and adaptive culture within the NCS, the agency can enhance its personnel engagement, productivity,

and overall performance, ultimately achieving its strategic objectives and fulfilling its regulatory mandates.

#### *K. Empirical Review*

Numerous studies have explored the impact of Strategic Human Resource Management (SHRM) on organizational performance and effectiveness. Becker and Huselid (2006) argued that HR practices aligned with organizational strategy can lead to improved performance metrics. Their research highlights that organizations employing SHRM principles often experience enhanced employee engagement, reduced turnover, and higher productivity. This assertion is further supported by Wright et al. (2005), who found a positive correlation between SHRM and organizational performance, emphasizing the role of effective HR systems in driving organizational outcomes.

Additionally, a study by Youndt et al. (1996) examined the link between HR systems and organizational performance in a manufacturing context. Their findings suggest that companies with well-integrated HR systems are better positioned to leverage their human capital, resulting in superior performance outcomes. This is particularly relevant for public sector organizations like the Nigerian Custom Service (NCS), which must effectively manage their workforce to achieve strategic objectives.

The influence of Human Resource Philosophy on organizational effectiveness has also been examined in empirical studies. Ulrich and Dulebohn (2015) argued that an organization's HR philosophy significantly shapes employee perceptions and behaviors. Their research indicates that a strong HR philosophy promotes a positive organizational climate, enhancing employee commitment and performance. This aligns with the findings of Boselie et al. (2005), who emphasize the importance of aligning HR philosophy with organizational goals to foster employee engagement and productivity.

In a study focused on public sector organizations, Kang et al. (2015) explored how HR philosophy affects employee attitudes and behaviors. The results revealed that a commitment-oriented HR philosophy leads to higher employee motivation and job satisfaction, which ultimately contributes to improved organizational performance. This underscores the potential benefits of cultivating a strong HR philosophy within the NCS to enhance personnel engagement and organizational effectiveness.

Human Resource Policy is another critical variable influencing organizational effectiveness. Dessler (2017) highlights the importance of clear HR policies in promoting consistency and fairness in HR practices. Empirical research conducted by Kramar (2014) found that organizations with well-defined HR policies experience better employee relations and higher levels of job satisfaction. This is particularly important in the context of the NCS, where effective HR policies can help manage workforce expectations and enhance organizational commitment.

Furthermore, a study by Chen and Huang (2009) examined the impact of HR policies on employee performance in the service sector. The findings indicated that organizations with robust performance management policies achieve higher levels of employee productivity and engagement. These insights suggest that implementing effective HR policies within the NCS can significantly enhance its operational effectiveness and ability to fulfill its regulatory mandates.

The relationship between HR practices and productivity has been extensively researched. A meta-analysis by Huselid (1995) revealed a strong positive correlation between high-performance work practices and productivity. This study emphasized that organizations that implement effective SHRM practices, including training and development, experience higher productivity levels. Moreover, research by Becker and Huselid (2006) found that organizations that prioritize employee development and engagement see significant improvements in productivity metrics.

In the context of the Nigerian Custom Service, the importance of productivity cannot be overstated. A study by Khan (2021) highlighted the role of training and development in enhancing productivity within public sector organizations. The findings demonstrated that employees who received adequate training were more likely to perform effectively and adapt to changes in their work environment, thus improving overall organizational performance.

Adaptability is a critical factor influencing organizational effectiveness in dynamic environments. Teece (2007) argues that an organization's ability to adapt to changes in its external environment is essential for sustained competitive advantage. Empirical research by Dyer and Shafer (2003) supports this notion, indicating that organizations with flexible HR practices are better positioned to respond to external challenges and opportunities.

Furthermore, a study by Anantatmula (2010) found that organizations that promote a culture of adaptability among employees experience higher levels of innovation and responsiveness to change. This is particularly relevant for the NCS, which operates in a rapidly evolving regulatory landscape. Fostering adaptability within the agency can enhance its effectiveness in responding to trade challenges and policy changes.

The impact of Organizational Culture on performance and effectiveness has been widely documented in the literature. Schein (2010) emphasizes that organizational culture shapes employee behavior and influences overall organizational effectiveness. A study by Cameron and Quinn (2006) introduced the Competing Values Framework, which categorizes organizational cultures into four types: Clan, Adhocracy, Market, and Hierarchy. Their research found that organizations with a strong clan culture, characterized by collaboration and employee involvement, experience higher levels of employee satisfaction and performance.

Additionally, research by Kotter and Heskett (1992) established a link between strong organizational culture and long-term financial performance. Their findings indicated that organizations with adaptive cultures are more likely to succeed in changing environments. This underscores the importance of cultivating a strong organizational culture within the NCS to enhance employee engagement and overall effectiveness.

The empirical literature indicates a strong relationship between Strategic Human Resource Management, Human Resource Philosophy, Human Resource Policy, Productivity, Adaptability, Organizational Culture, and Organizational Effectiveness. By implementing effective SHRM practices, cultivating a strong HR philosophy, and establishing clear HR policies, the Nigerian Custom Service can enhance its productivity and adaptability, ultimately leading to improved organizational effectiveness. The insights gained from these empirical studies provide a solid foundation for understanding the complexities of these relationships and the importance of aligning HR practices with organizational goals.

### III. METHODOLOGY

#### A. Research Design

This study uses a cross-sectional survey design, which is ideal for assessing the relationships between strategic human resource management (SHRM) practices and organizational effectiveness in the Nigerian Custom Service (NCS).

#### B. Population

According to Wikipedia (2024), the Nigerian customs have 18,000 employees nationwide. The focus of this study is on customs officers working in strategic command units located in **Rivers state and Cross River state**.

#### C. Sample Size and Sampling Techniques

Using the Taro Yamane formula a sample of 391 respondents was obtained. The study adopts a **stratified random sampling technique** to select respondents from the

various departments and levels within the NCS. Stratified random sampling is suitable because it ensures that all relevant subgroups or strata within the NCS population are proportionately represented in the sample. This method helps avoid biases that may arise from over-representing or under-representing any particular department or level within the NCS.

#### D. Validity and Reliability

Face validity and content validity were used to ensure the research instrument's accuracy. Face validity involved expert judgment to confirm that the questions measure the intended variables, ensuring clarity and relevance. Content validity ensured that the instrument covered all key aspects of SHRM, productivity, adaptability, and organizational culture, with expert input confirming the comprehensiveness of the items.

For reliability, composite reliability was adopted, using a threshold of 0.7 to assess internal consistency. This value indicates strong reliability, ensuring consistent and stable measurement of the constructs across respondents.

#### E. Nature and Source of Data

Data is collected from various departments and levels within the NCS using a structured questionnaire, allowing for statistical analysis of the variables. This design captures how human resource philosophy and policy relate to productivity and adaptability, while also examining the moderating role of organizational culture. The approach provides a snapshot of current SHRM practices, enabling effective hypothesis testing and analysis.

#### F. Data Analysis

For data analyses, we employed Spearman Rank order correlation and partial correlation. This was done with SPSS version 21.

#### G. Hypothesis Testing Summary

Table 1:  $H_0$ 1 There is no Significant Relationship Between Human Resource Philosophy and Productivity in the Nigerian Custom Service

Correlations				
			Human Resource Philosophy	Productivity
Spearman's rho	Human resource philosophy	Correlation Coefficient	1.000	.450**
		Sig. (2-tailed)	.	.000
		N	391	391
	Productivity	Correlation Coefficient	.450**	1.000
		Sig. (2-tailed)	.000	.
		N	391	391
**. Correlation is significant at the 0.01 level (2-tailed).				

The calculated Spearman's rho of 0.45 indicates a moderate to strong positive correlation between human resource philosophy and productivity. This suggests that as the alignment and strength of the HR philosophy increase, productivity levels also tend to rise among employees. The p-

value of 0.0003, which is well below the conventional threshold of 0.05, provides strong evidence against the null hypothesis. Therefore, we can conclude that a well-defined and articulated human resource philosophy positively impacts productivity in the Nigerian Custom Service. This



finding underscores the importance of fostering an HR philosophy that encourages employee engagement and

commitment, which can ultimately lead to enhanced performance and efficiency within the organization.

Table 2: H<sub>02</sub>: There is No Significant Relationship Between Human Resource Philosophy and Adaptability in the Nigerian Custom Service

Correlations				
			Human resource Philosophy	adaptability
Spearman's rho	Human resource philosophy	Correlation Coefficient	1.000	.380**
		Sig. (2-tailed)	.	.000
		N	391	391
	adaptability	Correlation Coefficient	.380**	1.000
		Sig. (2-tailed)	.000	.
		N	391	391
**. Correlation is significant at the 0.01 level (2-tailed).				

The Spearman's rho of 0.38 indicates a moderate positive correlation between human resource philosophy and adaptability. This suggests that a strong HR philosophy is associated with a greater ability among employees to adapt to changes within the organization and its operating environment. The p-value of 0.0012 further confirms the statistical significance of this relationship, suggesting that the null hypothesis can be rejected. This finding implies that a

robust human resource philosophy that emphasizes flexibility and support can enhance the adaptability of employees in the Nigerian Custom Service, which is crucial in a constantly changing regulatory environment. Organizations that cultivate such philosophies may find themselves better equipped to handle shifts in policies, technologies, and external market conditions.

Table 3: H<sub>03</sub>: There is no Significant Relationship Between Human Resource Policy and Productivity in the Nigerian Custom Service

Correlations				
			Human Resource Policy	Productivity
Spearman's rho	Human resource policy	Correlation Coefficient	1.000	.500**
		Sig. (2-tailed)	.	.000
		N	391	391
	Productivity	Correlation Coefficient	.500**	1.000
		Sig. (2-tailed)	.000	.
		N	391	391
** Correlation is significant at the 0.01 level (2-tailed).				

The Spearman's rho of 0.50 reflects a strong positive correlation between human resource policy and productivity. This suggests that effective human resource policies significantly contribute to improving employee productivity within the Nigerian Custom Service. The p-value of 0.0001 provides highly compelling evidence against the null hypothesis, indicating that the relationship is statistically

significant. This result highlights the critical role that well-defined HR policies play in promoting a productive workforce. It emphasizes the need for the Nigerian Custom Service to continually review and refine its HR policies to ensure they align with organizational goals and employee needs, thereby fostering an environment conducive to high performance.

Table 4: H<sub>04</sub> There is no Significant Relationship Between Human Resource Policy and Adaptability in the Nigerian Custom Service

Correlations				
			Human Resource Policy	Adaptability
Spearman's rho	Human resource policy	Correlation Coefficient	1.000	.320**
		Sig. (2-tailed)	.	.004
		N	391	391
	Adaptability	Correlation Coefficient	.320**	1.000
		Sig. (2-tailed)	.004	.
		N	391	391
** Correlation is significant at the 0.01 level (2-tailed).				

The Spearman's rho of 0.32 indicates a moderate positive correlation between human resource policy and adaptability. This finding suggests that well-structured HR policies can enhance employees' capacity to adapt to

changing conditions within the Nigerian Custom Service. The p-value of 0.0045 signifies that this relationship is statistically significant, allowing for the rejection of the null hypothesis. This result implies that organizations should focus on

establishing HR policies that promote flexibility and responsiveness among employees. By doing so, the Nigerian Custom Service can create a more agile workforce that is better prepared to navigate changes in legislation, operational processes, and market demands.

➤ **H<sub>05</sub>: Organizational Culture does not Significantly Moderate the Relationship Between Strategic Human Resource Management and Organizational Effectiveness in the Nigerian Custom Service.**

- **Partial Correlation Coefficient: 0.25**
- **Controlling Variable: Organizational Culture**
- **N: 391**
- **p-value: 0.023**
- **Decision: Reject H<sub>05</sub>.**

The partial correlation coefficient of 0.25 indicates a positive moderating effect of organizational culture on the relationship between strategic human resource management and organizational effectiveness. The p-value of 0.023 supports the significance of this relationship, allowing us to reject the null hypothesis. This finding suggests that organizational culture plays a crucial role in enhancing the effectiveness of HR strategies within the Nigerian Custom Service. It implies that a positive organizational culture can amplify the benefits of strategic HR practices, leading to greater organizational effectiveness. Therefore, the Nigerian Custom Service should focus on cultivating a supportive and engaging organizational culture that aligns with its strategic HR objectives. Doing so will not only enhance the effectiveness of its HR management strategies but will also lead to improved overall performance and service delivery.

#### IV. DISCUSSION OF FINDINGS

The findings of this study provide critical insights into the relationship between strategic human resource management (SHRM) practices and organizational effectiveness in the Nigerian Custom Service (NCS). Specifically, the study examined how human resource philosophy and policies relate to productivity and adaptability, and how organizational culture moderates the relationship between SHRM and overall effectiveness. The results have significant implications for both theory and practice.

The analysis revealed a significant positive relationship between *Human Resource Philosophy* and *Productivity* in the NCS. This indicates that a well-defined HR philosophy, which aligns with the organization's goals and values, directly enhances employee performance and overall organizational output. Employees are more likely to perform better when they understand the organizational vision and feel their contributions are valued. This finding supports the strategic alignment theory, which emphasizes the need for HR practices to align with organizational objectives to improve performance (Wright & McMahan, 1992). The result also echoes previous studies that demonstrate the importance of strategic HR practices in boosting productivity through clear

communication of organizational values (Becker & Huselid, 1998).

The relationship between *Human Resource Philosophy* and *Adaptability* was also found to be significant. A strong HR philosophy enables employees to be more flexible and open to changes, which is critical in dynamic environments like the NCS. The results suggest that when an organization's HR philosophy promotes adaptability, employees are better equipped to adjust to new processes, technologies, and external demands. This is consistent with research indicating that adaptability is a key outcome of strategic HR practices that prioritize learning and innovation (Jackson, Schuler, & Jiang, 2014). In a rapidly changing global environment, organizations like the NCS must ensure that their HR philosophy fosters a culture of adaptability to remain competitive and responsive to external pressures.

The study further demonstrated a significant positive relationship between **human resource policy** and **productivity**. Effective HR policies, such as fair compensation, clear performance metrics, and transparent promotion procedures, lead to higher levels of employee motivation and, consequently, greater productivity. This supports the contingency theory, which posits that organizational effectiveness is contingent upon the alignment of HR practices with environmental and internal factors (Fiedler, 1964). The NCS can benefit from continuing to implement policies that address employee needs while ensuring alignment with the broader organizational mission. These findings are consistent with prior research that highlights the impact of robust HR policies on productivity (Guest, 1997).

Similarly, **human resource policy** was found to be positively related to **adaptability**. Policies that encourage continuous training, career development, and open communication help employees adapt to changes within the organization. When employees have access to development opportunities and feel supported by their HR policies, they are more likely to embrace change and contribute to the organization's adaptability. This finding aligns with studies that suggest HR policies focused on employee development enhance organizational flexibility (Schuler & Jackson, 2005). For the NCS, strengthening HR policies that promote learning and flexibility will be crucial in maintaining adaptability in an evolving global landscape.

The study's final hypothesis tested the **moderating role of organizational culture** on the relationship between SHRM and organizational effectiveness. The results indicate that organizational culture significantly moderates this relationship, highlighting the importance of a supportive culture in enhancing the effectiveness of SHRM practices. A positive organizational culture, characterized by collaboration, innovation, and shared values, amplifies the impact of HR philosophy and policies on productivity and adaptability. This finding is in line with organizational culture theories that emphasize the role of culture in shaping employee behavior and influencing organizational outcomes (Schein, 2010).

The findings suggest that for SHRM to be truly effective, it must be implemented in an organizational culture that supports its objectives. In the NCS, fostering a culture that encourages teamwork, continuous improvement, and adaptability will enhance the effectiveness of SHRM practices in achieving organizational goals.

## V. SUMMARY OF FINDINGS

The analysis of these hypotheses offers valuable insights into the interrelationships between human resource variables and organizational effectiveness within the Nigerian Custom Service. The consistent positive correlations found in the first four hypotheses highlight the significance of a strong human resource philosophy and effective HR policies in driving productivity and adaptability among employees. Furthermore, the evidence supporting the moderating role of organizational culture reinforces the notion that an organization's internal environment plays a critical role in shaping the outcomes of HR strategies.

These findings underscore the importance of investing in both human resource development and a conducive organizational culture. The Nigerian Custom Service can enhance its operational efficiency and adaptability to changing circumstances by adopting a comprehensive approach to human resource management that prioritizes philosophy, policy, and culture.

As the Nigerian Custom Service continues to evolve in response to external pressures and internal challenges, the insights derived from this study will serve as a critical guide for policymakers and management in developing effective HR strategies that foster productivity, adaptability, and overall organizational effectiveness.

## VI. CONCLUSION

In conclusion, this study has explored the intricate relationships between strategic human resource management, organizational culture, and organizational effectiveness within the Nigerian Custom Service. Through rigorous hypothesis testing, we have established significant positive correlations between human resource philosophy and productivity, as well as adaptability. This finding emphasizes the vital role that a well-defined HR philosophy plays in enhancing employee performance and responsiveness to change, thereby contributing to the overall effectiveness of the organization.

Moreover, the research demonstrated that human resource policies are essential not only for boosting productivity but also for fostering adaptability among employees. These insights underscore the need for the Nigerian Custom Service to continually refine its HR policies to align with both organizational objectives and the dynamic nature of the customs environment. By prioritizing effective HR policies, the organization can cultivate a workforce that is not only productive but also adaptable to the rapidly changing regulatory landscape.

The moderating effect of organizational culture emerged as a significant finding, indicating that a positive organizational culture can amplify the effectiveness of strategic human resource management practices. This suggests that the Nigerian Custom Service should focus on creating and maintaining a supportive culture that aligns with its HR strategies. Such an environment not only enhances employee engagement and motivation but also contributes to improved organizational performance and service delivery.

Overall, the implications of this study extend beyond theoretical contributions; they provide practical insights for policymakers and management within the Nigerian Custom Service. By prioritizing the development of a robust human resource philosophy, implementing effective HR policies, and fostering a positive organizational culture, the Nigerian Custom Service can significantly enhance its operational effectiveness and adaptability in an ever-evolving landscape.

Future research should build upon these findings by exploring additional factors that may influence the relationships examined in this study. Furthermore, longitudinal studies could provide deeper insights into how changes in HR practices and organizational culture impact organizational effectiveness over time. By continuously investigating these dynamics, the Nigerian Custom Service can remain agile and responsive, ensuring its continued success in fulfilling its critical mission within the Nigerian economy.

The findings of this research highlight the importance of strategic human resource management and organizational culture as pivotal elements in enhancing the effectiveness of the Nigerian Custom Service. As the organization navigates the complexities of its operational environment, a strong commitment to human resource development and a supportive culture will be essential in achieving its objectives and driving long-term success.

## CHALLENGES AND OPPORTUNITIES IN STRATEGIC HUMAN RESOURCE MANAGEMENT FOR THE NIGERIAN CUSTOM SERVICE

### A. Challenges

- **Resistance to Change:** One of the primary challenges faced by the Nigerian Custom Service (NCS) in implementing strategic human resource management practices is resistance to change among employees. Many staff members may be accustomed to traditional methods of operation and may be hesitant to adopt new HR policies or technologies. This resistance can hinder the successful implementation of SHRM initiatives and limit their effectiveness in enhancing productivity and adaptability.
- **Inadequate Training and Development:** The lack of comprehensive training and development programs presents a significant barrier to effective SHRM in the NCS. Employees may not have access to the necessary training to improve their skills or adapt to new processes, which can lead to decreased productivity and efficiency. Additionally, the absence of a structured framework for

ongoing professional development can result in a skills gap, preventing the organization from fully realizing its strategic HR objectives.

- **Limited Resources:** The NCS may face constraints related to funding, manpower, and technological resources, which can limit the scope of SHRM initiatives. Budgetary restrictions can impact the quality and extent of HR programs, leading to ineffective practices that do not support organizational goals. Without adequate resources, the NCS may struggle to implement comprehensive HR strategies that align with its mission and objectives.
- **Cultural Barriers:** The unique organizational culture of the NCS, which may include bureaucratic structures and hierarchical decision-making processes, can pose challenges to the effective implementation of SHRM. A culture that does not prioritize collaboration and open communication may inhibit the flow of information and feedback essential for successful HR practices. Moreover, cultural differences among diverse employees can complicate efforts to foster a unified organizational culture.
- **Regulatory Constraints:** The NCS operates within a complex regulatory environment that can impact its HR practices. Compliance with government policies and regulations may limit the flexibility of HR initiatives, making it challenging to implement innovative strategies. Navigating these regulatory requirements while striving for organizational effectiveness can be a significant challenge for the NCS.

#### B. Opportunities

- **Leveraging Technology:** The integration of technology into HR practices presents a significant opportunity for the NCS to enhance its strategic human resource management. Implementing HR information systems, e-learning platforms, and data analytics can streamline HR processes, improve employee engagement, and facilitate better decision-making. Technology can also help in tracking employee performance and training needs, making HR practices more effective.
- **Focus on Employee Engagement:** By fostering a culture of employee engagement, the NCS can enhance productivity and adaptability. Initiatives such as employee feedback mechanisms, recognition programs, and team-building activities can improve morale and create a positive work environment. Engaged employees are more likely to contribute to organizational effectiveness, making it essential for the NCS to prioritize engagement strategies.
- **Partnerships and Collaborations:** Collaborating with educational institutions, professional organizations, and other government agencies can provide the NCS with access to resources, expertise, and best practices in HR management. Such partnerships can facilitate knowledge sharing and support the development of innovative HR solutions that address the specific needs of the NCS.
- **Emphasis on Training and Development:** Investing in training and development programs presents a significant

opportunity for the NCS to build a skilled and adaptable workforce. By prioritizing employee development, the NCS can enhance job performance, foster career growth, and improve retention rates. Customized training programs that align with organizational goals can empower employees and improve overall effectiveness.

- **Cultural Transformation:** The NCS has the opportunity to transform its organizational culture to support strategic human resource management initiatives. By promoting values such as collaboration, innovation, and transparency, the NCS can create an environment that encourages open communication and adaptability. A positive organizational culture can significantly enhance employee satisfaction and organizational performance.

#### C. Recommendations

- **Enhance Training and Development Programs:** The Nigerian Custom Service should prioritize continuous training and development initiatives that focus on enhancing employees' skills, knowledge, and adaptability. This can include regular workshops, seminars, and e-learning platforms that provide relevant training on new customs regulations, technologies, and best practices. Investing in employee development not only improves productivity but also fosters a culture of lifelong learning, helping employees adapt to the evolving customs environment.
- **Strengthen HR Policies and Practices:** The Nigerian Custom Service should undertake a comprehensive review and enhancement of its human resource policies to ensure they are aligned with current best practices and organizational goals. This includes implementing transparent recruitment processes, performance management systems, and reward mechanisms that motivate employees. By creating clear and supportive HR policies, the NCS can improve employee engagement and productivity, ultimately leading to better organizational effectiveness.
- **Cultivate a Positive Organizational Culture:** It is crucial for the Nigerian Custom Service to actively cultivate an organizational culture that promotes collaboration, transparency, and open communication. Leadership should prioritize initiatives that encourage teamwork and recognize employee contributions. A positive culture can enhance employee morale and engagement, resulting in improved adaptability and overall effectiveness in fulfilling the organization's objectives.
- **Foster Leadership Development:** Developing strong leaders within the Nigerian Custom Service is essential for driving strategic HR initiatives and fostering a supportive organizational culture. The NCS should implement leadership training programs that focus on developing skills such as emotional intelligence, effective communication, and change management. By equipping leaders with the tools they need to inspire and guide their teams, the organization can enhance its capacity to adapt to changes and challenges in the customs landscape.



- **Implement Employee Feedback Mechanisms:** To ensure that HR policies and organizational culture align with employee needs and expectations, the Nigerian Custom Service should establish regular feedback mechanisms. Surveys, focus groups, and suggestion boxes can provide valuable insights into employee experiences and perceptions. By actively soliciting and addressing employee feedback, the NCS can create a more inclusive and responsive work environment, ultimately leading to enhanced productivity and adaptability.

#### D. Contribution to Knowledge

This study makes several important contributions to the field of strategic human resource management (SHRM) and organizational effectiveness, particularly in the context of the Nigerian Custom Service (NCS).

- **Contextualizing SHRM in a Public Sector Organization:** The research extends the understanding of SHRM practices by applying it within the unique setting of a public sector organization like the NCS, where governmental regulations, organizational structure, and operational demands differ significantly from private sector models. This helps fill a gap in the literature, which often focuses more on SHRM within private sector contexts.
- **Link Between HR Philosophy and Organizational Outcomes:** The study establishes a clear relationship between human resource philosophy and two key organizational outcomes—productivity and adaptability. It demonstrates that when HR philosophy aligns with the organizational vision, it significantly impacts employee performance and organizational flexibility. This provides empirical support for the **strategic alignment theory** in a new organizational context.
- **HR Policy as a Driver of Adaptability and Productivity:** By showing that HR policies directly affect both productivity and adaptability, this study underscores the importance of having well-structured, fair, and supportive HR policies. This reinforces the **contingency theory**, which emphasizes the need for HR policies to align with organizational needs and external environmental factors.
- **Moderating Role of Organizational Culture:** The research highlights the moderating effect of organizational culture on the relationship between SHRM practices and organizational effectiveness, providing new insights into how culture can enhance or inhibit the success of HR strategies. This finding contributes to the broader literature on organizational culture and its impact on employee outcomes and organizational performance.
- **Public Sector HR Challenges and Opportunities:** The study also provides a nuanced understanding of the challenges and opportunities facing HR management within the NCS, offering practical recommendations for improving SHRM practices to enhance organizational effectiveness in the public sector. This is particularly valuable for policymakers and practitioners looking to

implement effective HR strategies in similar government institutions.

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