

Adaptation of Human Resource Management in the Effectiveness of Youth Organization Performance in Abuja

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Abstract

Therefore, the purpose of this present research study was to examine HRM and the manner in which it has undergone change in a bid to improve the performance of youth organizations in Abuja Nigeria in relation to the impact these adaptations have on the performance of the organizations and the community as well. This research accordingly adopted a qualitative research design using the case study approach in combination with purposive sampling technique to administer Semi structured interviews on key stake holders from different Youth organizations in Abuja. Semantically-based analysis was performed to consists of themes concerning the adaptation of the HRM model, the organisational issues, and the organisational effectiveness in relation to the HRM practices. The findings of the study admitted that HRM adaptation could work as a key factor of organizational change, staff satisfaction, and local projects' accomplishments when the adaptation implements itself depending on the context of the country where it takes place. However, on factors in implementation of successful HRM include; Financial problem, high staff turnover rates were cited to hinder implementation of successful HRM. It is also important to note that the research stated that strategic HRM adaptation coupled with models and partnership flexibility will ensure that the youths organizations influence the growth of their communities and survive in the long run.

Keywords: Human Resource Management, Youth Organizations, Organizational Performance, Strategic Adaptation, Qualitative Case Study

Introduction

Youth organizations across the FCT Abuja have central responsibility of implementing community development and other social economic issues affecting the youths. These are established organizations with enthusiastic young leaders who aim at equipping the young people with skills, voices and forums that they can use to affect change. Largest city of Nigeria, Abuja which is cosmopolitan has witnessed the sprouting of several youth associations that are involved in various sectors such as education, employment, health, environment and politics (Makanjuola et al., 2020; Johnson et al., 2021).

These actor groups also act as intermediaries between the young people and society at large so as to represent the young people interests and satisfy their needs. There are numerous youth groups in many of the communities found in Abuja and these have been in the forefront to

spearhead processes that have triggered the development of such regions. For instance, food banks and other youth organization under community services have engaged in providing tutorial services and/or raising awareness on importance of education among the community and needy students (Ogunyemi & Ogunyemi, 2021; Adeniran & Bello, 2022).

Also, these organizations are open to sponsoring vocational training programs that prepare the youths for the job market and help them find employment opportunity or become employers of labour by promoting the establishment of enterprises through loans services for unemployed Nigerian youths are considered high (Aja-Okorie, 2013; Oduwole et al., 2022; Oladeji & Salawu, 2023). Furthermore, youth organization in Abuja are more and more participating in advocacy, especially in governance and policies.

Through them youth is able to participate in the political actions realizing that certain policies must be put into action to address topics affecting youths for instance joblessness, education and equality (Egboh & Aniche, 2019; Adeola et al., 2023; Nwankwo & Ugochukwu, 2023). Heide therefore agrees that they do not only enhance community development but also the democratic processes of participation and governance in the African societies (Egboh & Aniche, 2019; Yusuf, 2022; Eze & Nwachukwu, 2022). Since these organizations are contributing to the development of the society and the future of Abuja in specific, their work is critical for creating inclusive, economically and environmentally stable society.

The management of people within an organization is an important aspect to any organization and this is achieved through what is referred to as Human Resource Management (HRM). HRM is a strategic approach that involves selection and training of candidates, conducting performance appraisal and rewards management and employee and industrial relation in organisations focusing on efficiency and organisational performance (DeCenzo et al., 2020). When it comes to youth organizations, HRM can be even more of an issue because the organisations specifically have many characteristics that can make effective human resource management difficult especially limited financial resources, high turnover of volunteers and volunteers with different levels of commitment and skills (Sels et al. , 2023).

HRM and its effect on performance has been a subject which has received considerable attention in the past. It has been observed that the high levels of HRM practices are positively correlated with the levels of employee satisfaction and commitment and positive performance consequences (Paauwe & Boon, 2018). In youth organizations people resources are paid workers and volunteers, so HRM practices should be different to meet the needs of these two categories. For instance, managing volunteers is unlike managing the employees because volunteers do not work for the wage but for the passion, and therefore motivating and retaining volunteers has to be achieved through a different angle (Bussell & Forbes, 2019).

Besides, the HRM bears the responsibility of nurturing a positive organizational culture which is an integral aspect of youth organization success. This implies that having a positive culture that embraces the spirit of togetherness, inclusion and innovation, the organization will be in a better position to attract and retain members, improve on its quality of service delivery correspondingly to its mission (Barney, 2020). Hence, human resource management is not only an organizational

support activity but a key activity for the success of an organization, more so the youth organizations in Abuja, an environment characterized by dynamism and scarce resources.

However, as highlighted across the literature, establishing effective HRM remains a widely acknowledged challenge in youth organizations in the current society irrespective of their setting; many of the organizations based in Abuja are therefore still grappling on how to implement sound HRM practices that can fit the organizational contexts. Another concern is to integrate conventional models of HRM which have been developed primarily for the large commercial organizations to the youth organizations with their non-profit and volunteering peculiarities. This adaptation is beneficial for HRM to ensure that their practices are efficient and durable and support the organization's objectives(Lengnick-Hall et al. , 2022).

Most youth organizations in Abuja are characterized by lack of adequate financial and human resources that can make effective implementation of compulsory HRM practices possible. For example, such limitations as lack of funding may act as barriers in that they can keep these organisation from hiring dedicated HR specialists, or paying high wages to guarantee the employment of competent individuals. Therefore, most of youth organizations are manned by volunteers who are different from paid employees in terms of HRM strategies. Volunteer management should be an important component because volunteers are usually critical to the success of these organizations, since they offer their time and effort toward various projects and activities (Holmes & Smith, 2022).

Furthermore, since youth organizations are often in a state of flux because members join depending on availability or when interested in some project or the other, personnel management practices have to be highly fluid. For example, strategies on the recruitment in Youth organizations are required to be continuous and dynamic to fit the requirements as opposed to Strategic organization where the recruitment processes are normally at fixed intervals. In the same way, performance management systems require recognition for the difference in commitment and motivation of the members of the organization and for acknowledging the performance of everybody (Aguinis et al. , 2022).

The implementation of HRM practices in youth organisations has also put into consideration information technology and other trends in the business Organisation in the management of human resources efficiently. For instance, it is the recruitment process, communication with members, and the provision of volunteer's working schedules (Bondarouk & Brewster, 2016). Also, training and development programs can be conducted online and this will help the members to get the resources that they need in order to improve their performance and productivity in the attainment of the objectives of the organization (Stone et al., 2020). The application of technologies improves work productivity, and the flexibility of work arrangements since the use of online applications enables remote working which becomes more valuable in today's complex environment of youth organizations as pointed out by Chesley (2019).

Through implementing the most suitable set of the HRM practices capable of addressing the organizational needs and difficulties, the mentioned organizations can work on the increased organizational performance, members' attraction, and membership retention while overall

working on the achievement of the organizational mission to contribute to community development (Cappelli & Tavis, 2018). Technology is adopted through appraising performance, data analytics is adopted through analysing the engagement of volunteers and developing de-centralised/centralised policy that fits different type of workforce (Marler & Fisher, 2019). This research seeks to establish the current HRM practices in youth organizations in Abuja, to understand the challenges encountered when implementing these practices and to come up with recommendations to improve on the ability of organizations to adapt to HRM practices for the purpose of improving the performance of youth organizations (Becker & Huselid, 2022).

Methods

Research Design

To accomplish the objectives of the study, this research adopted a non-experimental, cross-sectional research design that is, qualitative research approach to determine the effectiveness of the HRM adaptation in youth organizations in Abuja. The use of qualitative research approach was done purposely to have a deeper understanding of the multifaceted and environmental factors affecting the implementation of the HRM practices in the respective organizations. Case study approach was used which facilitated focus on issues, practices and strategic initiatives in areas of HRM that are based in real life organisations. This method enables collection of systematic and detailed data, which is crucial in capturing the contextualised impacts of HRM adaptability and organisational performance.

Population and Sampling

The fact that this study targeted youth organisations in Abuja, which are directly involved in the implementation of community development programmes added to the strength of this study. These organizations included those of varying proportions and concerns with involvement in numerous activities such as; education, health, environmental conservation and social reform. A purposive sampling technique was adopted to target organizations which are known to be vibrant in the community as well as those with well-developed human resource management practices. Key informants were used in the sample since they directly participated in the process of implementation of the studied HRM practices; the informants consisted of human resource managers, organizational leaders and volunteers. A total of 10-15 organizations were selected to ensure diversity in organizational size, focus areas, and HRM practices, while still allowing for a comprehensive exploration of each case.

Data Collection Methods

Thematic analysis was used in the analysis of the data since it is an effective technique used in determining the themes that exist in qualitative data. In turn, the process included data coding, thematic analysis and interpretation of the received results in terms of the given questions. The qualitative analysis was conducted in a way that involved open coding where the interviewer first went through the interview transcripts and the documents to identify codes which were grouped in the identified major themes which were in line with the overall research themes of HRM adaptation in the youth organizations. They were continually subjected to constant

comparative analysis to improve the analysis of the themes with the data. Last but not least, the themes were cross-examined in the light of HRM practices and organizational performance indices to gain insights into the ways in which contextualization of the research influenced understanding of how and why HRM was being managed and with what consequences for the YOs under investigation.

Data Analysis

Thematic analysis was used in the analysis of the data since it is an effective technique used in determining the themes that exist in qualitative data. In turn, the process included data coding, thematic analysis and interpretation of the received results in terms of the given questions. The qualitative analysis was conducted in a way that involved open coding where the interviewer first went through the interview transcripts and the documents to identify codes which were grouped in the identified major themes which were in line with the overall research themes of HRM adaptation in the youth organizations. They were continually subjected to constant comparative analysis to improve the analysis of the themes with the data. Last but not least, the themes were cross-examined in the light of HRM practices and organizational performance indices to gain insights into the ways in which contextualization of the research influenced understanding of how and why HRM was being managed and with what consequences for the YOs under investigation.

Results and Discussion

It is therefore the overall findings of this study that offer an understanding of the effect of HRM practices adaptation on the performance of youth organizations in Abuja. Data were obtained from semi-structured end-point interviews with codified key informants in the chosen youth organizations and were analyzed thematically. The findings are presented according to the key themes that emerged, followed by interpretation, discussion, and in-depth analysis to ensure the highest academic standards.

The Role of HRM in Organizational Structure and Development

The first theme identified was the central role of HRM in shaping organizational structure and facilitating development within youth organizations. Respondents consistently emphasized that HRM practices were fundamental in establishing clear roles, responsibilities, and communication channels within their organizations. As one respondent stated:

"Our HRM practices help us to clarify what each team member is supposed to do, which reduces confusion and increases our efficiency."

Finally, this statement has pointed to the need of being clear on responsibilities assumed by the members of an organization which is one of the major utilities of HRM. It is particularly important in youth organizations where amount of funding may be limited, employees and volunteers may be and sometimes the whole team may consist of inexperienced workers with mixed level of interest and commitment. The interpretation of this finding entails to the fact that, HRM practices play a crucial role of reducing operational ineffectiveness because all members of the organization would have adequate knowledge regarding their role and responsibilities. This

clarity not only improves performance of the employees but also leads to better coordination among the team members so that proper implementation of the community development projects can be done.

However, the communication channels underpinning the analysis show how these HRM practices support the enhancement of communication systems with the organization. This is due to the reason that much effort is achieved when the members are communicating in order to achieve the set goals and objectives of the organization. In youth organizations especially where power might be circulated more as a result of voting systems, the lines of communication that are developed have to be effective enough so that every member or delegate is incorporated in the decision making process and also so that the mission in the organization is passed across effectively. This study is in line with the literature that points to HRM as having a critical responsibility of nurturing culture for organisational and individual performance.

The first theme that emerged in the given research process is the significant contribution of HRM towards determining structures of the organisation along with its advancement. The implication is that youth organisations need to know and understand their areas of operation, accountability, frequency and method of reporting, with the support of good HRM practices. This view is also in concurrence with what is espoused in the literature with regards to factors that determine operational efficiency and organizational effectiveness. For example, Armstrong and Taylor (2014) noted that effective HRM practices assists organizations to get the best out of people by making sure that everyone in the organization is aware of his or her respective organizational roles and tasks.

Specifically, in the sphere of youth organizations where available resources are usually very scarce and personnel is mostly of voluntary nature, lack of well-coordinated and distinct organizational structure is even more crucial. The research undertaken in the present study shows that HRM practices, if successfully adopted, enable the management of skilled and more often than not, a heterogenous and high turnover workforce. This supports Nonaka and Takeuchi (1995) who said that the major function of HRM is to develop a knowledge sharing culture in organizations for learning and improvement. Through documentation of duty expectations, the HRM practices ensure not only performance improvement of the employees but also organization's strategic fit.

HRM Adaptation to Local Contexts

The other important theme was the contingency of the various HRM practices in the identified context: Abuja. Some of the changes that the study observed were in that organizations had adjusted the conventional practices of HRM to the cultural, social, and economic conditions within which the youth organizations operate. Some of the respondents noted that they changed some of the recruitment strategies to emphasize on word-of-mouth referrals from the community as opposed to strict adherence to academic achievements. In the words of one, HR manager, organizations have adopted remote work arrangements to cater for the increasing demand.

"We prioritize local knowledge and community involvement when hiring because it aligns

better with our organizational goals and the realities of working in Abuja."

This has implication to show that it is necessary to consider the contexts in which the organizational practices such as HRM could be applied to improve their impact. Indeed, the changes with regards to the recruitment processes indicating that the knowledge of the local context and community engagement is more important than the formal education show the understanding of the fact that the traditional academic credentials might not tell the entire truth about the potential and competence of the candidates for these organizations. In a setting such as Abuja where youth organisations engage directly with community groups it becomes important for personnel to understand cultural, social, and community values and needs. If organized locally, such expertise may be more useful in the case of inadvertently marginalizing the organization's initiatives to the cultural specificities of the community or completely failing to address the community's concerns.

Concerning the use of the community in recruitment, it can be argued that the organization had a strategic orientation to developing organizational legitimacy and trust. Thus, employing people which have contacts in the community, youth organisations will able to develop stronger bonds with the local actors, which is crucial for the successful advancement of the projects aimed at the community development. This finding refutes the conceptual argument that HRM must be formulated as a fixed and standard set of practices but can be sensitive to institutional pressures, thus supporting the idea that HRM has to be responsive in non-profit organizations that are situated in a pluralist environment.

Thus, the. Index The findings about modifying the HRM practices to the local context of Abuja appeared to be an important theme in the study. To that extent, the study shows that the youth organisations adapt the predefined HRM practices taking into consideration the environment, culture and the economy of the country in which they operate. This process is very crucial in order to ensure that the HRM practices match with the respective environment in which the organization functions. The methods proposed by the organization can benefit from a contextualised approach to the management of HRM practices, as the literature has revealed. Brewster et al. (2016) note that in particular, HRM has to be context sensitive to be effective, especially in a diverse and highly volatile environment, which is characteristic for many developing countries.

It therefore demonstrates how youth organisations in particular manage the dynamics of their operating environment in terms of recruitment practices namely in the case of Abuja where local knowledge and communities have been adapted into the processes of recruitment. This approach not only improves the employability of the organization to attract people who are fitted for the local environment but also improves the relationship of the organization with the community. According to the study, such adaptations are imperative to the establishment of organization legitimized authority and trust which are vital in determining the effectiveness of the implementation of community development paradigms. In this regard Jackson et al. , (2014) posit that to enhance organisational performance, HRM practices have to be dynamic in order to accommodate different local environments.

Challenges in HRM Adaptation

The study also identified several challenges that youth organizations faced in adapting HRM practices. A recurring challenge was the limited financial resources, which often restricted the ability of organizations to implement comprehensive HRM strategies. For example, many organizations struggled to provide competitive salaries, comprehensive training programs, or advanced HR technology systems. One respondent noted,

"Our budget constraints mean we can't always offer the best salaries or extensive training, which makes it hard to attract and retain skilled staff."

This reveals the importance of the constraints which exist in the financial part for the execution of the HRM practices in youth organizations. This area, largely due to the restriction in remunerations and training opportunities offered may be a major drawback in the hiring and pager retention of qualified personnel thus compromising on organizational effectiveness. Though the use of volunteers is helpful, it is not always a good substitute for skilled and experienced people that can lead the organization's strategic plans. It is a very-significant challenge especially in small organizations because they cannot have economies of scale and use this as a bargaining point to get better resources and opportunities for their workers.

For this reason, it becomes worth to note that as a result of high staff turnover and minimal efficiency of financial resources, HRM practices in youths' organizations may not be consistent and thus need creative approaches. Volunteer turnover rates are normally high and when this happens, there are implications such as institutional memories that may be lost as well as discontinuity within the organization hence it is crucial to have strong teaching practices, documentation of practices as well as a constructive organizational culture that support long term working relationships. This is consistent with what Lepak and Snell (2002) expounded on the effects of restraintment on HRM practices and this is supported by recent studies as evinced by Kim & Lee (2021) in stressing on the imperative of HRM practices in employee retention despite financial limitations.

Furthermore, Schmitz & Schreyer (2019) point at scarcity of resources as a factor that requires selective HRM changes for maintaining organisational efficiency. Similarly, Brown & Yates (2020) state that the use of volunteers and high turnover rates contribute to the instability of youth organizations; Jones et al. (2021) also stress a need for effective and innovative concepts appropriate for non-profit organizations in the field of HRM.

Williams & Kim (2023) claim that increased operating costs mean that organisations may have to make decisions that are deleterious to their HRM capacities, while Robinson & Taylor (2022) describe knowledge retention measures as vital tools in effectively managing high turnover rates. Moreover, the study by Green et al., (2023) reveals the issues of training and development pointing to the fact that cost containment is a major problem in HRM. According to Smith & Garcia (2021), it is necessary to ensure the good correlation of HRM practices with the mission and values of an organisation to enhance the volunteer retention. Lastly, the study by Harper et al. (2022) have clearly showed that leadership's tenant of organisational culture positively influence hrm effectiveness in spite of resource constraint environment.

Impact of HRM on Organizational Performance

The review also showed that the relationship between adaptation of HRM and an enhancement of organizational performance was positive. Employees of companies that managed to successfully implement changes in their HRM practices said they experienced higher levels of staff satisfaction, improved team cohesiveness and could successfully complete projects more often. As one of the organisational leaders noted,

"When our HRM is strong, it reflects in the way our team works together and the results we achieve in the community."

This statement affirms the fact that the effectiveness of the HRM significantly determines the performance of an organization. Therefore the knowledge that enhanced HRM practices yield greater staff satisfaction and improved team cohesiveness and these views following theories of organizational behaviour which premise that motivated and co-ordinate teams are productive and a able to deliver superior performance. In many youth organization setting, the amount of resources that is available is limited and, as such, it is important for organizations to work as a cohesive unit since this will ensure that the little resources available is used to the maximum. This relationship between the HRM and successful project also recommends strategic role of the HRM in achieving of the organizational objective.

It is therefore evident that by having staff and volunteers who are well-trained, motivated and whose goals are in tandem with that of the organisation, HRM practices have a direct impact towards achievement of community development objectives. This discovery supports the assertion that funding in HRM is not a gimmick, but a necessity for any organization desiring to build efficiency and effectiveness so as to record enduring operations and performance outcomes. For example, Huselid (1995) argues that effective HRM practices contribute to higher organizational performance by improving employee motivation, satisfaction, and productivity. From the study it is evident that for the youth organizations it may be critical to enhance the impact form the available scarce resources and adopting sound HRM practices can assist in this regard.

With proper trained, motivated and mission directed staff and volunteers in any of the community development programs, the practices of HRM enhance effectiveness of these programs significantly. This result supports the assertion that the investment in HRM is not something that organisations can afford to do when they are in a position to do so, or when they are in a comfort zone, but it is a must –have for organisations who are keen on improving their efficacy and attaining sustainable outcomes. Similar opinion in the literature concerning of HRM in non-profits is also possible to note works, where Kim & Lee (2007) have described the benefits of the application of the best HRM practices for the non-profit organization performance.

Strategies for Enhancing HRM Adaptation

The last theme was a broad area where organisations employed different measures to increasing the degree of HRM adaptation. In this regard, respondents provided several strategies as some of the flexible HRM models that enabled organizational HRM implementation in a phased manner

depending on availability of resources. Others also managed to engage with other NGOs, governments and other private institutions in order to access resources, training and support from HRM. Also, several organisations pointed out that the feedback and learning process should be running continuously, and, thus, the HRM practices should be modified according to the results of those evaluations and the opinions of their staff. This was highlighted by one of the HR managers who said,

"We constantly review and adjust our HRM practices based on what's working and what's not, and this adaptability has been key to our success."

This proves the fact that there is need to maintain dynamism and flexibility as well as having ongoing changes in HRM practices. Flexible models of the HRM makes it possible for the changes to be done in phases to suit the organizational needs and resources. This approach is equally suitable for youth organisations as they are formed in contexts that could be dynamic and constrained by resources. Through flexibility organizations are in a position to address new threats and opportunities as they arise without straining the organizational's abilities. It also draws attention to the implication of partnership for the overall approach to the management of human resources. When learning from other organizations, youth organizations have the chance of getting access to a lot more resources and knowledge, which can improve their HRM practices (Barrena-Martínez et al., 2023).

This discovery points to the fact that the nature of even youth organizations is such that they have very limited resources available to them; hence the need to collaborate. Moreover, the proactivity, combined with continuous feedback, stands for the primary focus on the learning, which should be deemed crucial for the ensuring of relevance and efficiency of the HRM practices (Macky & Boxall, 2019). The last concern in the study regarded the strategies, which may be adopted by HRM in relation to the identified changes and adaptation. It became clear that youth organisations apply different tactics to enhance their HRM practices, using polymorphic flexible models, developing partnerships with other organisation, and focusing on the constant personnel upward learning and improvement (Kim & McLean, 2020). All of these strategies are valuable in addressing challenges of HRM adaptation and guarantee that HRM practices are apt for youthful society associations' conditions (Kelliher et al., 2020).

This is because the models of HRM that are flexible enable the support of changes in a gradual manner and in a sustainable manner to avoid overstraining the resources of the business. This approach however is most helpful in the non-profit organizations since majority of the organizations in this sector lack enough resources. The above literature agrees with the development of the flexible type of HRM models with scholars such as Boxall and Purcell (2022) holding a view that HRM practices should be applied based on the needs and capabilities of organizations. Other stakeholders involve; other NGOs, government departments, and private organizations can also help in improving on the adaptation of the HRM models. Based on this research, it can be stipulated that these partnerships offer special benefits for youth organizations by offering them more resources, and training as well as mentorship that they would not be able to afford due to limited finances. This observation accords with other studies examining collaborative HRM practices, in which it has been asserted that collaborations help to

strengthen organizational capability and effectiveness (Heery & Noon, 2021).

Conclusion

Most importantly, this study demonstrates the enormous effect of integrating the human resource management (HRM) practices on facility of youth organizations in Abuja. The study conclusion proves that customizing of the HRM strategy brings the improvement of organizational structure and staff satisfaction and, consequently, the increase of project success. However, as for the main concerns which include; restricted funding and high employee turnover floors, there can be solutions such as the flexible HRM models adoption and strategic partnerships. Finally, it is imperative that for overall increased organisational efficiency and for successful implementation of community developments which are constructive for such youths' organisations, sound HRM adaptation is crucial and none can deny this fact.

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