

HUMAN RESOURCE MANAGEMENT PRACTICE AND ORGANIZATIONAL PERFORMANCE IN TERTIARY INSTITUTIONS IN NIGERIA

Mohammed Usman

Department of Accounting and Business Administration
Federal University, Kashere, Nigeria
usmanmuhammad377@gmail.com

Stephen I. Dugguh 

Centre for Entrepreneurship Studies and Service Learning
Federal University, Kashere, Nigeria
sdugguh@fukashere.edu.ng

Abstract

Human resources are the most important assets in modern organizations. Any organization that fails to strategically attract, maintain and retain its human resources tends to be not competitive as its human resources cannot be fully motivated. As such managing human resources in organizations is very crucial. The objective of the paper therefore is to give a theoretical exposition of human resource management (HRM) practices as it affects performance in tertiary institutions. The paper relies on secondary sources of data for review and findings. The findings of the study indicate that human resource management activities: job design, recruitment, training, compensation, appraisal, mentoring, and delegation are keys to organizational performance. The paper recommended effective human resource management practices for improved performance in the tertiary institutions. The paper attempts to add to the knowledge domain on human resource management in tertiary institutions in Nigeria.

Keywords: Resource, Recruitment, Performance, Training, Mentoring, Compensation

INTRODUCTION

Humans are the most ultimate organizational assets because they produce every firm's other resources. Therefore, human resources need to be effectively managed in order to assist in accomplishing organizational goals. Managing human resources involves the ability of the organization to train, develop, compensate and lead employees in order to improve business performance.

Armstrong (2009) states that HRM is concerned with how all aspects of people are employed and managed in the organization. According to Dugguh (2007) HRM is an essential ingredient affecting organizational competitiveness and its ability to fulfill its mission statement and goals. An organization's effectiveness and efficiency in providing a product or service that satisfies customer's need determines success and future survival of the organization especially where employees are regarded as the most valuable resources. However, they are also believed to be the most expensive and to a large extent, the most problematic.

Effective human resource management today is practiced globally and serves as a basis for achieving competitive advantage in countries like US, Japan, France, Germany, etc. A study by Markus Pudelko (2007) suggests that efficiency imperatives and increasing world competitive environment are perceived to force organizations to adopt such best practices in order to increase their competitiveness. Harvard Business School is known for effective human resource management and today it is one of the best institutions of learning in the world. Looking at the Nigerian context, human resource management practices like recruitment/selection, compensation and trainings are not effectively practiced in many organizations/tertiary institutions. However some of the Nigerian institutions are not effective. This is as a result of inadequate compensation, training and development and work environment.

Research Objective

Based on the preceding, the objective of this paper is to give a theoretical exposition of human resource management practices on organizational performance with reference to Federal University, Kashere, Nigeria.

Theoretical Framework

Boselie, Diel & Boon (2005), state that three theories are important for the field of HRM. These are: The Contingent Theory, the Resource Based Theory and the Ability, Motivation and Opportunity (AMO) theory. The contingent frameworks in the other words, human resource management impacts implementation in relation to liable factors for instance, business

strategies (Schuler & Jackson, 1987). The resource-based view (i.e. human resource management influence performance fitting to the social and human capital held by the organization (Barney, 1991). And the theory of AMO states that, human resource management influences performance in relation to employee ability motivation and opportunity to participate for research. For this research, the AMO theory is relevant which shows that the ability, motivation and opportunity to participate and human resource management toward organization performance.

CONCEPTUAL CLARIFICATIONS AND LITERATURE REVIEW

It is important to start by describing the term management to enable the paper locate the position and essence of human resource management practice. Management is a Latin word “maneggiare” means to handle especially tools. Taylor (1903) defined management as “knowing exactly what you want (people) to do, and then seeing that they do it in the best and cheapest way”. For this paper, the definition of management given by Griffin (1997) is relevant. Griffin defines management as a set of actions including planning, and decision-making, organizing, leading and controlling directed at an organizations resources (human, financial, physical and information) which the aims of achieving organizational of objectives in an effective and efficient way.

Human resource according to Barney (1995) includes all the experience, skills, judgment, abilities, knowledge, contacts, risk taking and wisdom of individuals and associates within an organization. Without enough skilled and good motivated staff operating within a comprehensive human resource management programme, improvement is not possible. A management or an employee whether in the private or a public sector, which underestimates the critical role and understates the significance of people in goal accomplishment, can neither be neither effective nor efficient. Mathis and Jackson (1997) see human resource management, as the policy of formal systems in an association is to establish sound as well as efficient and effective practice of human talent to accomplish organizational goals. Similarly, Griffin (1997) sees human resource management as the set of organizational undertakings directed at developing, attracting, and sustaining an effective work force. Also, for this paper the definition given by Griffin is necessary.

The purposes of HRM are to develop the workers in the organization to contribute to the goal achievement in the organization and to improve productivity quality and service to attract an adequate workforce in an organization to succeed. Human resource management has some specific roles to play in an organization. These are strategic and operational roles.

Strategic roles of human resources are critical for effective organizational functioning. Human resource is once related to second-class status in many organizations. However, the importance has increased radically in the last decade that is the acknowledgment that human resource is an esteemed means for enlightening productivity (Wright & McMahan, 1992). While operational activities are both tactical and operational in nature. Griffin (1997) states that, it has some features from the legitimate environment because some have controlled various sides of employee-employer-relationship. Human is interested in compliance with and observation of labour laws. New entrants must be oriented to the organization; safety problems must be resolved, supervisors must be trained, and wages and salaries must be administered. HRM perform the following functions:

Job Design

A job is an aggregation or collection of duties, tasks and responsibilities, is regarded as a reasonable assignment to an individual employee. It is a particular task performed by a single employee for an organization. See Dugguh (2007). Mathis and Jackson (1997) expressed that, it is the grouping of similar positions having similar tasks, Duties, and responsibilities. Jobs need to be adored in such a way that the activities to be performed in the organization can comfort the employees in the organization. Job design involves designing the jobs in the organization and determining the various methods which could be used to perform the job in the organization.

Mathis and Jackson (1997) observed that, job design “states to organizing duties, tasks and responsibilities into productive units of work. It includes the content of the jobs and the effects of jobs on employees. Mullins (2002) defined job design as “the relationship between employees and the type and content of works and their task function”. Job design, therefore, attempts to determine different ways of performing particular activities of a job. Designing job involves the following approaches:

Job Rotation: Job Rotation is a job strategy or method in which employees are interchanged from one task to another at regular intervals (Bucham & Huczynski, 2004). It involves moving a worker from one job to another in the same location (Dugguh, 2007).

Job Enlargement: Job enlargement means to expand a particular job scope or range. Job enlargement has come about as a response to the dissatisfaction of employees that oversimplified job instead of one job; an employee may be responsible for three or four jobs.

Job Enrichment: Bedein (1989) defined job enrichment as extending the depth of a job so that employee discretion or control over the job is increased. Therefore, job enrichment means extending the job by its depth.

Employee Recruitment

Recruitment involves booming people to apply for a job. Here when an organization is in need of employees, it will invite people and encourage them to apply for the available vacancies of the job. According to Mondy and Noe (1986) is a process of inviting individuals on a timely footing, in adequate numbers and with required qualifications and motivate individuals with skills to apply for positions with the organization.

The sources of recruitment involve the internal and the external sources. Internal sources of recruitment mean reflecting the organization's employees as applicants for available positions. In considering the employees, some terminologies are used. Thus, job posting and bidding, promotion, demotion, transfer, layoffs (releases), resignation/ dismissal /discharges, seniority and test for promotion (Dugguh, 2007). The external sources of recruitment in the other hand means encouraging people outside the organization to apply for available vacancies in the organization. Dugguh (2007) pointed out the requirements for external recruitment as follow:

- (i) Filling of applicant's entry job forms.
- (ii) Securing skills not possessed by existing employees, and
- (iii) Engaging individuals with different background, to provide "new ideas"

Employee Training

Another function of human resource management is training the employees. Employees in any organization can develop when trained. It requires knowledge and skills, which should be obtained by the employees in order to carry out work effectively and efficiently, which, can enable the organization to achieve goals. Fajana (2002) defined training as " the process that involves developing skills and learning concept, rules or attitude in order to increase the effectiveness on a particular job" Cole (2002) states that, it is a knowledge hobby which is focused towards the acquisition of particular understanding and skills for the purposes of an occupation or mission. Training, according to Fill and Mullins (1990) can be achieved through four main stages. These stages are:

- (i) Output training: this types of training is centered on the individual and is performed in –house. It is only initiated when new equipment, products or persons are introduced into the organization. It is used a small organization, which, on employing and individual or investing in new machines, will endeavor to generate output as quickly as possible.
- (ii) Task training: Task training involves selected individuals been sent on short training or college- best courses.
- (iii) Performance training: Performance training arises when an organization becomes well established. Plans and budgets are some of the tools used to manage this training process.

(iv) Strategic training: This involves the recognition and the practice of training as well as an integral portion of the human resources management in the light of both the individual and the organization need. Some of the training methods involve training manuals, job rotation, demonstration, video/films, lectures, tutorials, program learning, business games and group discussion.

Employee Compensation

Compensation can also be regarded as remuneration or reward which means giving employees either financial incentive or non- financial benefits in return to what they did, which would serve as a basis for motivation. Recent research has shown that, unlike other areas of human resource management have been relatively few years in which new approaches to the management of compensation have been tried out, established and evaluated to a large extent. This stage (or process) of human resource management is still been experimented. This shows that, there is a debate about the effectiveness, efficiency and fairness of the system which aim to enhance individual effort and encourage skills acquisition. In addition, it reward particular employee behaviour and try to establish an identified interest between employees and employers (Dugguh, 2007). In Armstrong (2009) reward management is concerned with the formulation and execution of strategies and methods in order to compensate people equitably, consistency and fairly in accordance with the organization value. It deals with the development of the remuneration strategies and the design implementation and maintenance of reward systems (reward processes, practices, and procedures). Therefore, reward can be regarded as the fundamental expression of the employment relationship. As stated earlier, compensation should be both financially and non-financially. Financial remuneration includes giving employees monetary incentives, remuneration, bonus etc. Non- monetary compensation according to Armstrong (2003) in Dugguh (2012) is the compensation that does not involves any direct cash payments and often arise from the work itself.

Herzberge (1965) and Handerson (1988) suggested the components of non-monetary compensation include; certificate of recognition, participation, pride in the job, delegation. To Dugguh (2008) and Nwachukwu (2009) it also includes; job security and autonomy, achievement, employee empowerment, opportunity for growth, sound corporate policies, comfortable work environment, attention and perquisites. Certain factors influencing compensation are, ability to pay, comparability, the cost of living, government actions, productivity, organizational and technological change and so on.

Performance Appraisal

Employees need to be assessed by the organization so that the outcome should be used to either retain the employees performing higher or to make decisions on the otherwise. Appraisal means assessment or evaluation in line with the objectives of the organization. According to Coates (1994) “is the extent to which the individuals conform to the organization.” It is a formalized process to review the performance of employees (Dugguh, 2007). To Fajana (2002) performance appraisal “is the process of communicating to the employee how he or she is doing on the job”.

According to Dugguh in study of management, performance provides information for managerial actions in decision-making based on the following data:

- (i) Historical (Past) data: This becomes available in the form of records of performance for individual employees. It becomes possible to isolate problem areas in the careers of individual employees.
- (ii) Distributing (present) record: employees and employers do to change especially in 21st century, have preferences for merit-based pay. The practice relies intensively on the efficacy of performance management. Thus, current reward distribution benefits become part of performance appraisal.
- (iii) Determining (future) training needs: future employer actions would include training career counseling, management job and occupational change as well as promotional and advancement.

Performance appraisal methods consist of free written reports, controlled written report ranking, grading or forced choice rating, critical incident-self-rating alphabetical or numerical rating and behaviorally anchored rating scales (BARS) Performance appraisal involves some pitfalls these include, halo effect, rating the man and not a job, rating average, pressure of time, not sharing the result and present work, Dugguh (2007).

Mentoring Employees

Dugguh (2014) states that mentoring involves someone who is matured and experienced and gives advice (and practical assistance where required) to a younger and less experienced person. The person being a mentored is like a “protege” protected, guided and advised. Mentoring, therefore, is a training relationship, which is more broadening than that involve in coaching. Coaching is skills or competency for focused whereas mentoring is concern with passing on knowledge, inside and attitudes as well as skills. Mentors are not line managers of those concerned but other senior managers in the organization. The stress of accountability is not present in mentoring. In a university system, for example, a professor could be a mentor to a

graduate assistant (The mentee). Therefore, mentoring is most often defined as a professional association in which an experienced individual (the mentor) helps another (the mentee) in developing particular skills and knowledge that will improve the less skilled person's professional and personal development.

Delegation

An effective leader delegates to subordinate, though the leader does not abdicate the leadership position. Effective leadership requires effective delegation, which motivates followers and allows the manager a leverage to concentrate on other crucial issues in the organization (Dugguh, 2007). Good delegation can serve the organization invaluable time. Delegating can be of enormous positive influence to an organization. Successful delegation needs planning, thought and managerial skills. Some guideline that help planning delegation effectively involves: define what responsibility is being delegated, selecting whom the task should be delegated to, evaluating the ability of the team or person to whom the task is assigned. In addition, explaining why the task is being delegated and why a person or people have been picked, stating the expected results. Furthermore, considering what is required for the job such as, people, location and additional resources and providing feedback to know whether aims have been achieved or not.

The benefits of delegation involve higher quality of work where employees who have direct knowledge of the area can complete task. Also, quality increases as do in employee's motivation. Well-developed staff members through increased responsibilities and accountability. More job enrichment and motivation. Managers will also have more time on hands and can focus on other tasks. Conclusively, it ensures respect between staffs and managers and they can work in harmony.

Organizational Performance

Many authors argued that the performance is something that a person leaves behind, and that exists apart from the purpose. Performance is about undertaking the job as well as being about result accomplished. Campbell (1990) believes that the performance is behavior. Campbell, McHenry & Wise (1990) stated that employees' performance consists of observable behavior that persons do jobs that are relevant to the organization goals. Murphy (1989) emphasized that the definition of job employee performance should focus on behaviours rather than outcomes. However, Motovidlo, Borman & Schmit (1997) suggested that rather than solely considering the behaviour themselves the evaluation aspect of behaviour should be also emphasized, Dugguh & Ayaga (2004).

Armstrong (2009) believes that performance management enhances hierarchical execution by creating the execution of people and groups. It is a method for improvement occasioned by understanding and overseeing the execution inside a concurred scheme of arranged objectives, standard and ability necessities. As Weiss & Hartle (1997) remarked, organization performance is a procedure for securing what is to be achieved and how it is to be achieved. As well as an approach to managing people that increases the probability of achieving success. Therefore, organizational performance can be measured an improved through balance scorecard, benchmarking, business process re-engineering, continuous improvement, cultural change, knowledge management, learning organization, management by objective, outcome-based evaluation, strategic planning, programme evaluation and TQM. For this paper, the following organizational performance variables are examined:

a. Effectiveness and Efficiency

Organizational effectiveness has a very comprehensive and often ambiguous meaning. Therefore, effort must be put to explain the concept by example rather than a definition. The effectiveness of an organization constitutes capacity to perform a role with best levels of input and output. Corporations use a logistic effectiveness to evaluate a number of things, from the relationship between company and employee performance to a correlation between manufacturing process and production volume. No set parameter exists for organizational effectiveness, and it follows no definite mathematics formula. Each organization creates its own. Measuring effectiveness can help many organizations to modify the organization and avoid the inappropriateness.

Drucker (1974) referred to it as doing better on what is already being done. Organizational effectiveness, therefore, is the organization's ability to accomplish aims. Rather than authoritative productivity, association adequacy it gauged utilizing both quantitative factors, for example, salary, and non- quantitative variables. Hierarchical adequacy is the idea of how viable an association is in attaining objectives. Each worker in an association helps the authoritative viability. Considering abilities encounter inspiration and rank, and a few workers assume a greater part than others. These are the individuals who help the advancement of the organization mainly with knowledge. This research found that the employees of Federal University Kashere have effectiveness in their human resource management practices through recruitment, compensation as well as training and development.

On the other hand, efficiency primarily denotes how well a company uses the money. Nonprofit assessment organizational charity guide measures effectiveness focused around the relationship between the adequacy of guarantee drives and authoritative use. In traded on the open market partnerships, authoritative proficiency lies in the ability of the organization to

augment the benefit focused around capital procured through equity and debt. So for an organization to succeed at achieving points, it must have the ability to make the right projects. Excellent project required executing those strategies, and after that utilizing the asset, for example, cash and working in the genuine execution of those arrangements. Hierarchical proficiency is the association's capacity to execute methods utilizing the most diminutive conceivable use of assets. It is an imperative variable in the relationship effectiveness, this being the case a degree of success with which the organization can accomplish objectives. Organizational efficiency, therefore, is the organization's degree of success in using the least possible input in order to produce the highest possible outputs.

b. Productivity

Productivity according to Adekoya (1987) is measured by the proportion of input to output. Efficiency therefore is the utilization of labour in an organization and includes acquiring the most elevated number of execution from the workers with the slightest use in the process of labor wages. International Labour Organization (ILO) as cited in Dugguh (2012) defined productivity as an efficient a productive use of all assets: Capital, work, Material, Energy data and time. As indicated by Agoro (1991) it implies the yield for every unit of variable enters over a given period. For this paper the definition given by Akere (1991) is necessary. Akere further said that productivity is a measure of how well a nation's resources are utilized for accomplishing a set of result reading to the largest amount of execution with the minimum use of assets. Furthermore, maintained that productivity is the attitude of the mind. It is the mentality of progress and constant improvement that which exists. It is the assurance of having the capacity to change that, which exists.

c. Time management

Good time management skills can help the organization to get its tasks done on time and essential skill for the workplace. Individual with great organization and time administration abilities has a work area that is free from disarray whatsoever time in the organization. Time management in an organization helps firms to break down into smaller, easily achievable task and free work force of that organization to complete assigned task at schedule. As such, it helps an organization to progress in a linear fashion towards meeting goals. Therefore, punctuality can be defined as acting or arriving at the exact time appointed. Federal University Kashere is not managing its time proper considering the slowness of its projects which takes longer time. The importance of punctuality is not universal, and it differs from culture to culture. In some places like Pacific Island and Latin America, lives at a different pace and meeting times are meant to be fuzzy. Nevertheless, this does not contravene the value of punctuality to a more living in a culture that those define being on time more strictly. Punctuality strengthens the employee

integrity, the dependability, the self-confidence, the discipline, the humility, respect for others and so on. In the other hand being late in organization, hurts the employee professional carriers and strains the employee relationship.

d. Absenteeism

Organizations expect employees to lose some work each year due to vacations, illness, and personal issues or responsibilities beyond control. For instance, in Federal University Kashere, an employee going for an annual leave, illness and other serious excuses is not regarded as absenteeism. However, missing work becomes a problem for an organization when the employees are absent consistently and or unpredictably particularly if that employee should be paid while absent such as salaries in universities. While disability leaves, execution of jury obligation and the recognition of religious occasions are all legitimately secured explanations behind a representative to miss work.

Integration of human resource management practice and organizational performance

When human resource management is practiced, the entire organization performance would likely be increased. Some of the human resource management best practices involve reward, training, time management and delegation as they are related to organizational performance. Practicing reward in an organization leads to motivation and job satisfaction, which would enhance productivity. That is to say when an employee received either financial or non-financial compensation would motivate employee to enhance productivity. Organization with an innovative technique afford higher compensation because of their capacity to draw in the qualified adaptable, inventive and talented individuals essential for their advancement, which will enhanced their performance (Schuler & Jackson, 1987). Compensation and incentive and involvement and job design, w e discretionary behaviour increase performance positively, Boxall & Purcell, (2003) and Lepark et al., (2006). Therefore, these serve as factors influencing the effectiveness in the organization. Employee mentoring and training in the other hand if practiced will improve the effectiveness of the organization performance.

METHODOLOGICAL APPROACH

The paper is theoretical in nature and draws largely on existing relevant works on human resource management practice by academics and practitioners in the field. Books and journals were consulted. The paper derives its strength from a number of theories especially the Ability, Motivation and Opportunity (AMO). The variables that were reviewed include job design, recruitment, training, compensation, organizational performance and so on.

LITERATURE FINDINGS

This study found that, human resource management practice can increase organizational performance. It means that they contribute some degree of success to organizational performance. For higher performance to be achieved it must have several areas to focus, among them are, selective hiring of new personnel and employment security. Moreover, self-management teams, decentralization of decision making, comparatively high compensation are contingent on organizational performance. In addition, extensive training, reduced status distinction's and barriers as well as performance information throughout the organization and extensive sharing of financial and performance information throughout the organization, Pfeffer, (1998).

Evans and Devis (2005) also support the above where they have highlighted some key areas of high performance as a result of human resource management practice. These are: staffing, self-managed teams decentralized decision-making, extensive training, flexible job assignments and open communication. All the above-listed factors lead to improved organization performance in Federal University Kashere.

CONCLUDING REMARKS

From the above, it is obvious that human resource management practice increase organizational performance in organizations. It is therefore, important to organizations to adopt human resource management best practice for effective performance.

It is also clear that human resource management practice like attracting, training, developing, compensating, rewarding and appraising as well as job designing, mentoring and delegating employees in an organization match people to the strategic and operational need of the organization. Retention of talented employees and provide acquisition, development. Furthermore, employees can deliver superior performance, productivity, flexibility, innovation, motivation and high level of personal services that fit the culture and the strategic requirement of the organization.

RECOMMENDATIONS

This paper recommends that effective human resource management should be highly implemented in Federal University Kashere. This can be achieved through compensating employees, designing jobs properly, training employees, making appropriate delegation and ensuring the adoption of all other practice that will enhance the performance of the organization. Training and development of the employees must be given a top priority in the planning and management of an organization. The objective of an organization can never be achieved

without committed, resourceful and well-trained employees. Lectures welfare, good learning and teaching environment, research and conference attendance should be encouraged. Appraisal should also be conducted together with students. Incentives for publishing and outstanding research as well as schemes to encourage savings (for retirement) should also be ensured. Any employee who have fulfilled work requirement with excellence must be rewarded accordingly so that he/she would be felt appreciated and motivated to perform better in the future.

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