



EFFECT OF HUMAN RESOURCES PRACTICES ON ORGANISATIONAL PERFORMANCE: EVIDENCE FROM THE TELECOMMUNICATION SECTOR IN TANZANIA

Glory Ringo 

School of Management,
Jiangsu University, China
imasud10@gmail.com

Xinying Jiang

School of Management,
Jiangsu University, China

Abstract

The success of an organisation is determined by a number of elements, the most essential and critical of which is the performance of its personnel. The impact of HR activities on organizational performance among Tanzanian telecoms operators was investigated in this study. The population of the study comprised all workers of Tanzania Telecommunication Corporation (TTCL) the largest telecommunication company in Tanzania. The stratified sampling technique was used to select the sample for the study. The employees were grouped into two different strata based on their level in the organisation. That is, middle level management staff and operational level staff who are responsible for the day-to-day activities of the companies. The quota sampling technique was then used to apportion quotas for the two samples (80/20). That is, the sample selected comprised 80% operational level staff and 20% middle level staff. Thus, out of the 250-sample selected, 200 was selected from the operational level staff and 50 middle level management staff. After the data cleaning, out of the 250 data sample collected, only 220 data sample was suitable for data analysis. Findings from this study revealed that, HR activities have an impact on organizational performance. In other words, the findings revealed a positive and significant relationship between compensation and rewards,

training and development, recruitment and selection, job design, and organizational performance. The study finds that because these HR activities have a favorable impact on organizational performance, managers must pay attention to them.

Keywords: HR Practices, Compensation, Training and development, Telecommunications, Organisational performance

INTRODUCTION

The success of a business is determined by a number of elements, the most significant and critical of which is the performance of its personnel, often known as human resources (Klerck, 2009). This is because all other factors that contribute to the organization's success rely on the physical presence of people and individuals to perform and conduct such activities and issues, making human resources, or employees for that matter, the most valuable and important resource and factor in the organization's growth, development, and advancement.

Training and development, recruiting and selection, workforce planning, job design and analysis, compensation and rewards, remuneration, legal challenges, and performance management are some of the primary responsibilities that it entails (Buttner, 2015). Employees, as a result, play a critical role in delivering innovative and high-quality products and services to the market and customers in general. That if employees are happy and motivated about their job or jobs, their performance will be guaranteed without question, and vice versa (Mondy & Bandy, 2014). This is because managing people entails putting in place the most effective ways and tactics, as well as alternatives, for accomplishing organizational goals and objectives and ensuring successful performance. Khan (2010), for example, noted that in a fast-paced company environment, it is necessary to create and build a strategy or strategy to manage for improved performance, as well as to develop and implement better human resource utilization. That the organization is necessary and required to invest a significant amount of money in the effective use of human resources in order to achieve a successful competitive advantage as well as organizational performance.

Many corporate entities and organizations in Tanzania strive for optimal, effective, and efficient organization performance. In most or many corporate organizations and entities in Tanzania, good and acceptable performance has been a challenge. This is mostly due to a lack of or unavailability of sufficient experienced and skilled human resources, as well as employers' poor treatment of employees (Mugenda 2005), all of which have had an impact on productivity and organizational performance.

The performance of any organization is mostly determined by the actions, reactions, behaviors, decisions, and perceptions of the employees toward the business (Armstrong, 2006). Organizations must invest in and improve HR activities such as training and development, recruiting and selection, remuneration and rewards, workforce planning, job design and job analysis, and performance management to ensure a successful competitive environment in terms of performance. These must be carried out in a fair, professional, and ethical way, free of nepotism and favoritism (Klerck, 2009).

Furthermore, as motivating factors, prizes, punishments, promotions, and acknowledgements of any sort and form must be developed and executed in a fair, just, professional, and ethical manner, with no forms or components of nepotism, favoritism, or injustice in judgments. Telecommunication businesses, for example, are most accounts commercial entities operating in the industry with a variety of products and services, including the area's oldest public corporation (Bakelite, 2017).

According to Johnason (2009), effective human resource management is critical to the success of every firm. This is true all across the world, especially in Tanzania. According to Collings and Wood (2009), efficient human resource utilization must be effectively invested and practiced for optimal organizational performance. Many economic entities and organizations in Tanzania are severely limited in their performance, which can be ascribed to a considerable extent to the efficient use of human resources available at the time (Wairarapa, 2004). As a result, there has been some worry about the significance of successful human resource utilization in terms of performance. Many studies have been undertaken on effective human resource use and organizational performance, but few studies have been conducted on effective human resource utilization and organizational performance in Tanzania.

With little research on telecommunication firms in particular in the area, the investigation aims to demonstrate how effective human resource usage affects organization performance in Tanzanian telecommunication enterprises. This research is significant for a variety of reasons. First, this study is important because it will demonstrate the impact of optimal personnel utilization on organizational performance in Tanzania. Apart from that, it will successfully investigate the extent to which an employee's performance influences the performance of the organization. Furthermore, it will highlight the existing relationship between effective human resource utilization and employee satisfaction with the organization's performance. This study therefore seeks to examine the effect of effective utilization of employees on organizational performance. This study is set out to achieve the following objectives:

- I. Examine the factors that contribute to effective HR practices in the telecoms sector in Tanzania.
- II. Assess the effects of the HR practices on organisational performance.

REVIEW OF RELATED LITERATURE

Effective Utilization of human resources

All affairs and constituents of the organization and the employees in terms of welfare, performance, motivation, rewarding, and all pertaining to the accomplishment of the goals linked to human resource management are included in effective resource use (Johnason, 2009). Human resource utilization (Ogbodo, 2007) is a mechanism by which management is able to hire suitable workers for the right job positions, train and develop employees' professional skills so that they can contribute appropriately to the achievement of the organization's targets and goals, and maintain productivity at minimum costs and maximum output at high quality.

Compensation and reward

Vroom (1964) opined that, after services have been successfully rendered, employee should be subjected for compensation of direct costs on salary, bonus, wages and even benefit in kind which will depend on incentive scheme of an organization. Systems of compensation are critical issues on determinants of minimize labor turnover especially talented and skilled personally. Competitive package on rewards and compensation is likely to increase morale of employees. Frye (2004) mentioned that, regardless of others competitive package of human resources, compensation and rewards has been key tools and successful mechanism will attract and retain number of employees. Collins and Clark (2003) mentioned that firms that assess and reward employees based on the performance-based compensation have reported positive effect on both organization and employee performance. The is positive relation between compensation practices and employee performance. Most of institution fail or ignore for considerate of competitive package of salary and compensations even to talented and key personnel of an institution which cause high labor turnover and collapse of an institution. then after a while relation. This leads to the following hypothesis:

H1: There is positive and significant relationship between Compensation and Rewards and organisational performance

Relationship between Training and development and Organisational performance

Manpower training and development is one of the most important elements in an organization's performance function (Torrington et al, 2005). This is the mechanism via which the knowledge, talent, and attitudes required for the successful operation of organizations are passed on to those who create them. Organizations, particularly those interested in achieving and maintaining exceptional performance, have begun to pay significant attention to training and development as a result of this knowledge. Failure to do so can, and will, jeopardize any

organization's development and progress. Effectively functioning firms, on average, plan and invest appropriately in training and development (Armstrong, 2006). Also, Vr Macky and Johnson (2004) assert that, the future of an organization will depend on continuous and appropriate training and workshops employed to employees. As the world is dynamic for change then its responsibility of an organization to arrange the appropriate trainings to equip human resources with knowledge and skills to face the challenges confidently. We hypothesise thus;

H2: Training and development would have a positive and significant effect on organisational performance

Selection and recruitment and Organisational Performance

In general, human resource practices in a company attempt to improve and nurture organizational performance as their ultimate goal. This is because the procedures are focused on enabling people to adhere to organizational goals and objectives to the organization's advantage or benefit (Armstrong, 2006). Since this is the case, it must first ensure proper recruitment and selection of qualified persons or individuals capable of pursuing and performing needed activities in accordance with the selection and hiring process.

Huselid (1995) mentions that, factors that affect the performance of the employees include recruitment and selection. Through them appropriate employees are well placed for the achievement of organization goals. Prior studies indicated that organizational performance is highly influenced by appropriate methods of recruitment and selection (Alnaqbi, 2011; O'Sullivan, 2014). Alnaqbi (2011) for instance argued that, recruitment and selection add positive contribution to organization performance in a sense that wrong approach to recruitment and selection of employee will stagnate the goal of achieving organization success. Furthermore, with the right selection and recruitment of employees, there is high chance of the achievement of the set goals and objectives of the firm as the employees are productive are well cut for the job for which they were selected (Wright, 2011). This leads to the following hypothesis;

H3: There is positive and significant relationship between Recruitment and selection of employees and organisational performance

Job design and Organisational Performance

Job design is the process of structuring duties, tasks, and responsibilities to meet content, method, and relationship specifications in order to suit the needs of the organization, technology, as well as the social and personal profile and requirements of the job holder (Buchanan, 1979). Organizational performance is boosted by effective and well-structured jobs.

Job design, according to Armstrong (2009), is the process of organizing tasks, duties, and responsibilities into a functional unit of work. It discusses the content of employment as well as their impact on people. Job design, according to Noe et al. (2008), is the process of specifying how work will be done and the tasks that will be required in a given job. According to Ahmad (2013), the design of a job should reflect both technology and human factors. and should facilitate the achievement of organizational objectives. At the individual or group level, job design is the process of structuring work and defining certain activities. It defines an employee's responsibility, authority over his work, decision-making authority, and level of satisfaction and productivity, all of which are interrelated and interdependent. An effective job design encourages employees to participate in work-related activities, which predicts employee production, departmental productivity, and organizational success (Bates, 2004; Zareen, 2013). We hypothesise that:

H4: There is positive and significant relationship between Job design organisational performance.

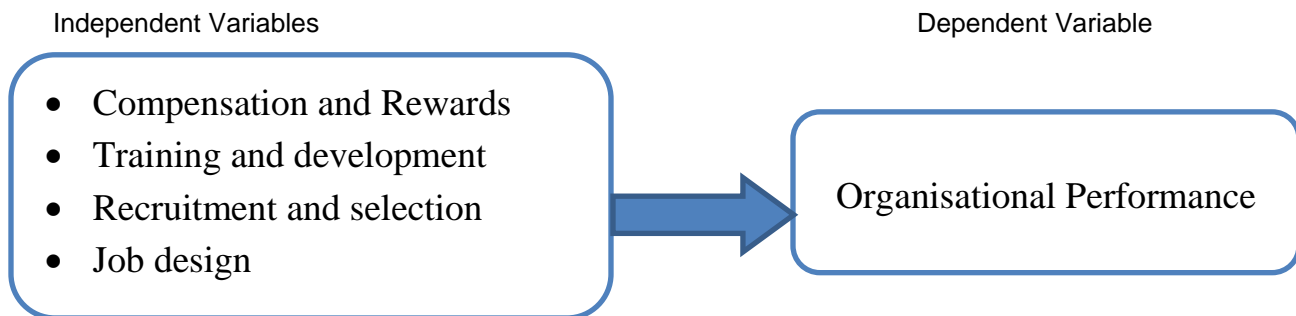


Figure 1. Conceptual model of the study

METHODOLOGY

This study used a survey research approach to determine the impact of HR activities on organizational performance in Tanzania's telecommunications industry. This study approach is useful for one-time data collecting and for obtaining current information on the topic under investigation. The population of the study comprised all workers of Tanzania Telecommunication Corporation (TTCL) the largest telecommunication company in Tanzania. Employees from the Tanzania Telecommunication Corporation (TTCL) were sampled for the study. The stratified sampling technique was used to select the sample for the study. The employees were grouped into two different strata based on their level in the organisation. That is, middle level management staff and operational level staff who are responsible for the day-to-day activities of the companies. The quota sampling technique was then used to apportion

quotas for the two samples (80/20). That is, the sample selected comprised 80% operational level staff and 20% middle level staff. Thus, out of the 250-sample selected, 200 was selected from the operational level staff and 50 middle level management staff.

The study's primary data collection instrument was a questionnaire. The questionnaire was chosen as the preferable technique of data collection because the study's main focus is on the impact of HRM practices on organizational performance. The researchers designed, pre-tested, and delivered a self-administered, structured questionnaire to respondents via human contact. The researchers obtained permission from the respondents via an informed consent form, assuring them of anonymity and confidentiality of their responses.

As previously advised, a five-point Likert scale was employed to measure variables for the research constructs (Danaher & Haddrell, 1996). The Likert scale was coded 1 to 5 and went from strongly disagree to strongly agree. In total, 22 measuring items were derived from previous studies and changed to fit the research context for the five multi-item constructs. The demographic data of the respondents was also included in the questionnaire: age, gender, number of years employed, and current employment position. To analyse our study's findings, we first performed data cleaning and recoding of the data to remove outliers and missing values through the Statistical Package for Social Sciences (SPSS V.22) software. This was done by first performing descriptive statistics analysis and computing for the central tendencies like mean, sum and mode to identify any outliers and missing values in the data set. After the data cleaning, out of the 250 data sample collected, only 220 data sample was suitable for data analysis.

Then, an exploratory factor analysis (EFA) was done to estimate the number of components to extract for our investigation using the direct varimax rotation. According to Pallant (2011), there are three primary processes in doing the EFA: "Assessment of the data's suitability for component analysis, (2) Factor extraction, (3) Factor rotation and interpretation" (Yusheng & Ibrahim, 2019). We executed a confirmatory factor analysis after EFA and then transferred the data to SmartPLS 3 for additional analysis. As a result, the suggested model was evaluated for model fitness using SmartPLS 3's structural equation modeling.

RESULTS

Confirmatory Factor Analysis

To assess for common method variance, the Harman's Single-Factor test was used. Exploratory factor analysis (EFA) was used to load 4 to 6 items on one component in this study. Initially, twenty-five pieces were entered, however seven of them were eventually withdrawn,

leaving 19 things. In our sample, the remaining elements or components accounted nearly 95% of the variance (see table 1).

Table 1. KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.952
Bartlett's Test of Sphericity	Approx. Chi-Square	9278.068
	Df	820
	Sig.	.000

Reliability and validity of Scales

To check the reliability of the scales, we first tested for convergent and discriminant validity. The Bartlett's Test of Sphericity was used to determine construct validity, while the Kaiser-Meyer-Olkin (KMO) was used to determine individual variable Sampling Adequacy. The KMO total score should be 0.6 or above in order to do factor analysis (Özdamar, 2017). As a result, the Bartlett's test of sphericity and the KMO results revealed that both are significant and adequate for factor analysis (Table 1).

The cumulative variance reveals a value of 95%, which is higher than the minimum acceptable level of 60% (Özdamar, 2017). The correlation between the variables is 9278.068, which is sufficient and significant ($P > 0.000$) according to the Bartlett's Test of Sphericity from the table above. While all of the construct's factor loadings were greater than 0.5, (Ringle, Wende et al. 2015, Hair, Ringle & Sarstedt, 2011). There is convergent and discriminant validity, as shown by the figures in the table (See Table 1).

Measurement model reliability and validity

Factor loadings, Cronbach's alpha, Construct reliability, and the Average variable extractor were used to examine the study's measurement model reliability and validity. The factor loading should be 0.7 or higher, whereas the Cronbach's alpha should be greater than 0.7. As a consequence, all of these thresholds were met, indicating that the model was accurate. The item factor loadings surpassed the 0.70 criterion, with loadings ranging between 0.72 and 0.81. Also, the Cronbach's alpha indicates that the items loaded between 0.71 and 0.89, indicating that they exceeded the 0.7 criterion (Hair, et al., 2017, Ringle et al., 2015). Again, the average variance extracted (AVEs) and composite reliability were used to assess convergent validity once more. Table 2 shows that the AVE and CR met the minimum requirements of 0.50 and 0.70, respectively, for convergent validity (Fornell & Larcker 1981, Ringle et al., 2015)

Table 2. Measurement model reliability and validity

	FL	CA	CR	AVE
Comp1	0.743	0.733	0.824	0.541
Comp2	0.677			
Comp3	0.806			
Comp4	0.710			
JD1	0.803	0.711	0.789	0.558
JD2	0.605			
JD3	0.815			
OP1	0.770	0.740	0.836	0.563
OP2	0.637			
OP3	0.772			
OP4	0.811			
RS1	0.828	0.723	0.800	0.572
RS2	0.741			
RS3	0.694			
TD1	0.753	0.849	0.892	0.623
TD2	0.797			
TD3	0.779			
TD4	0.836			
TD5	0.780			

Notes: FL – Item Loadings, Comp – Compensation & rewards, JD – Job design, OP – Organisational performance, RS – Recruitment & Selection, TD—Training & development; AVE- Average variance extracted, CR- Composite reliability, CA – Cronbach’s alpha.

Result of the Structural Model

Figure 2 depicts the outcome of the structural model's assessment of the study's variable relationships. The path coefficients, which estimate the link between the variables, are included in the evaluation. All of the factors measuring HR activities were positively associated to organizational success, as shown in Figure 2. Compensation had a positive influence on OP (0.122), Recruitment and selection (0.327), Job design (0.333) and Training and development (0.191). this means that, Job design had the highest influence on OP (33.3%), followed by Recruitment and selection (32.7%), Training and development (19.1%) and Compensation (12.2%) in that order.

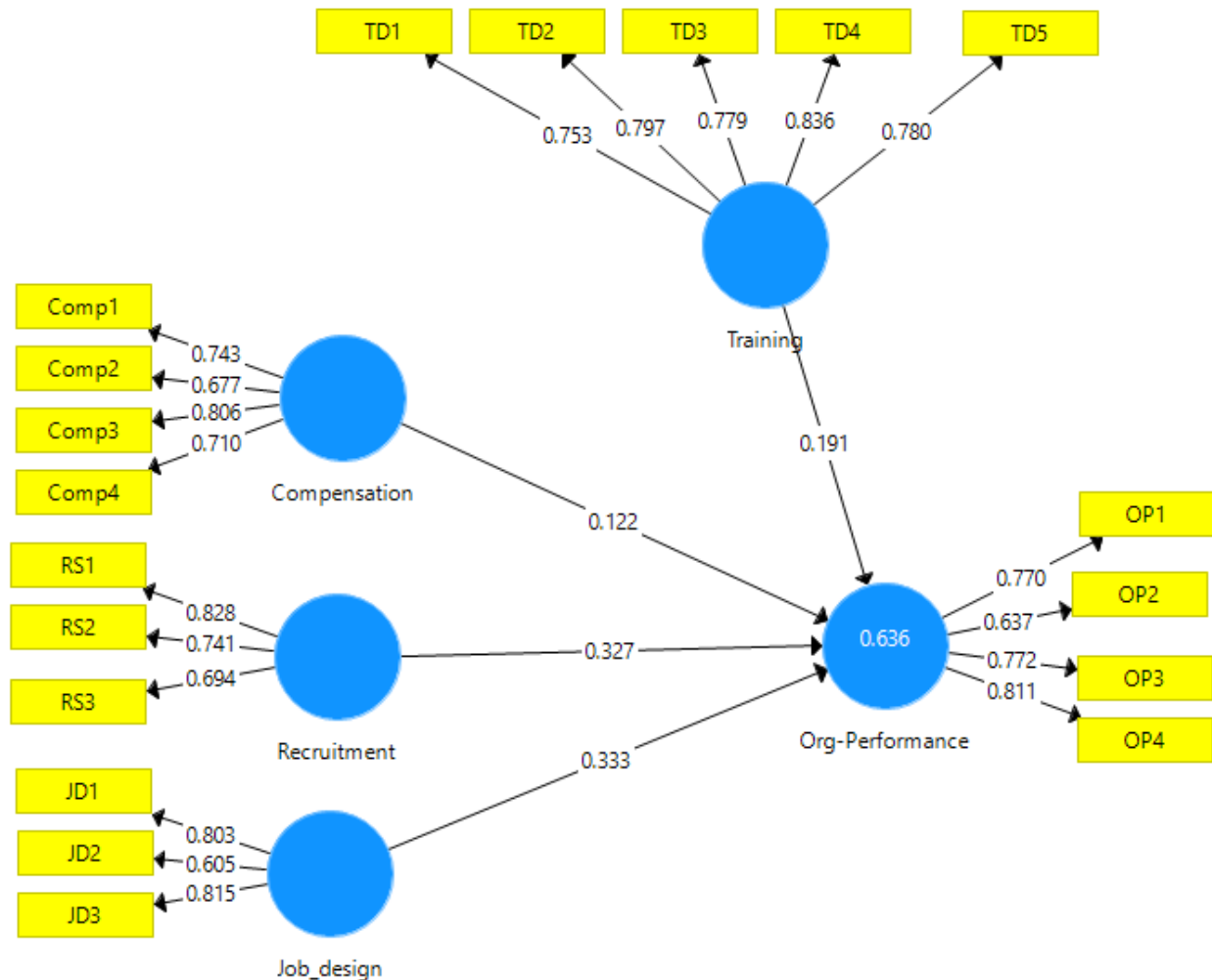


Figure 2. Structural model showing relationship among the variables

Hypotheses test

A hypothesis test was performed using the bootstrapping method involving 5000 samples to Do examine the effect of effective utilization of employees on organizational performance in the Telecommunication industry in Tanzania.

Table 3 shows that all the stated hypotheses are supported. The test shows a positive and significant relationship between the variables (H1, H2, H3 and H4; $p < 0.001$). From table 3, the result shows that compensation and rewards correlate positively with OP ($\beta = 0.122$; $t = 2.211$; $p < 0.05$), thereby supporting hypothesis 1. The Beta score (0.122) indicates that, when compensation and rewards increase by 1%, organisational performance also increases by about 12.2%. With regards to the hypothesis 2, the result shows that Job design has a positive and significant effect on OP ($\beta = 0.333$; $t = 6.216$; $p < 0.001$), and this led to the acceptance of H2. Also, Recruitment and selection had a positive and significant correlation with OP ($\beta =$

0.327; $t = 4.701$; $p < 0.001$), thereby supporting hypothesis 3. The Beta score (0.327) indicate that, Recruitment and selection influence organisational performance by about 32.7%. Again, Training and development had a positive and significant influence on OP ($\beta = 0.191$; $t = 3.072$; $p < 0.05$). This led to the acceptance of hypothesis H4.

Table 3. Test of hypotheses

Path	Beta	Mean	SD	t-value	p-value
Comp -> OP	0.122	0.123	0.055	2.211	0.027
Job_design -> OP	0.333	0.340	0.054	6.216	0.000
Recruitment -> OP	0.327	0.326	0.070	4.701	0.000
Training -> OP	0.191	0.187	0.062	3.072	0.002

DISCUSSION

This study examined the effect of human resources activities on organisational performance in the telecoms sector in Tanzania. Findings from this study revealed that, compensation, recruitment and selection, training and development and recruitment and selection all had a positive influence on organisational performance of SMEs firm in Tanzania.

Compensation and awards have a good and significant impact on organizational performance, according to the hypothesis test. This finding implies that providing proper compensation to employees boosts their morale, which in turn affects their productivity and production. According to recent research, employees quit their jobs due to remuneration and rewards such as poor salary, appreciation, and useless projects, and they may be retained for the same reasons. This finding is consistent with earlier research showing that remuneration and reward have a favorable impact on organizational performance (Singh, 2004; Amin et al., 2014).

Again, findings from this study revealed a positive and significant relationship between training and development and organisational performance. Training and development are a crucial element of the human resource management function intended to expose employees to its policies, rules, missions, and visions and technically equip them to effectively and efficiently excel at their assigned tasks (Aflakpui, Appiah & Akom, 2021). This finding supports previous findings (Segbenya & Berisie, 2020; Al Karim, 2019; Tetteh et al., 2017. Segbenya and Berisie (2020) investigated the impact of training and development on organizational performance and discovered that while training and development improves employee productivity, supervisory and coworker support systems for effective transfer of acquired knowledge and skills are lacking. Al Karim (2019) also looked into the impact of training and development on

organizational performance in Bangladesh's chemical and manufacturing industries. Their research discovered a substantial link between training and development variables and employee production. Again, Tetteh et al. (2017) examined the effect training and development on performance in the telecommunication industry in Ghana and found that strategically designed and executed training and development programs positively improve employee turnover, job satisfaction, and morale (Aflakpui et al., 2021).

Additionally, findings from this study revealed a positive correlation between recruitment and selection and organisational performance. This finding means that, organisational performance would be directly influenced by the nature of employees selected as staff of the organisation. When the organisation selects the best candidate for the job with the relevant and requisite skills, the work output of these employees would have a positive influence on the realisation of the objectives of the organisation. This finding is corroborated by earlier findings (Singh, 2004; Katou, 2008; Paauwe, 2009; Amin et al., 2014) which found that, recruitment, and selection positively associated with organizational performance (Tensey & Singh, 2020).

Also, findings from this study revealed a positive and significant effect between job design and organisational performance. This finding means that, once the appropriate job design adopted by the organisation, it makes it easier for the employees to carry out their assigned task which would also lead to the attainment of organisational performance. This is consistent with Teryima and Abubakar's (2018) assertion that, an effective and proper work design will lead employees' efforts toward creating or accomplishing desired results of quality performance, employee happiness, and motivation. Job analysis and design must be well-established in order to provide fairness and justice in the workplace at all times, as well as making judgments in a way that is good and just for everyone to ensure satisfaction in terms of nepotism and other forms of malpractice (Towers, 2007). This finding also supports earlier findings (Teryima & Abubakar, 2018; Tensey & Singh, 2020);

CONCLUSION

This study sought to examine the effect of HR practices on organisational performance in the telecommunication industry in Tanzania. Findings from this study revealed that, HR practices such as compensation and rewards, training and development, recruitment and selection and job design impacts positively on organisational performance. This finding suggests that, the success or performance of the telecommunication organisations in Tanzania could be attributable to the organization's HR activities. Based on the findings, the researcher concluded that the effectiveness of telecommunication businesses in Tanzania applying HR policies contributes to the organization's performance success. Because HRM practices have

such a large impact on organizational performance, HR managers must ensure that they are implemented in a consistent and integrated manner.

LIMITATIONS AND FUTURE RESEARCH DIRECTION

Despite the success of this study, there are certain limits to this research. The duration of the study is the first restriction of this investigation. The data for all of the research constructs was collected in a single period of time for this cross-sectional investigation. Cross-sectional studies have the drawback of not allowing for the examination of cause-and-effect relationships between constructs. As a result, long-term investigations should be conducted in the future to establish sound and robust causality.

Second, all of the constructs on HRM activities of the organization (recruitment & selection, training & development, remuneration & rewards, and job design) are collected from the same sources in this study, which may contribute to common method variance. The current study, on the other hand, gathered data from numerous types of employees in various hierarchies. To reduce common method variance, the study followed Podsakoff et al. (2012)'s recommendations, which included assuring anonymity, separating measuring scales, and using basic and clear language in the survey questionnaire.

The study's third flaw was that it measured organizational performance subjectively. Despite the fact that the notion can be measured subjectively, the objective measure is preferable. However, in public sector companies, obtaining an objective measure of organizational performance proved challenging.

REFERENCES

- Aflakpui, E.F., Appiah, A.F., & Akom, S.M. (2021). The Impact of Training on the Performance of Workers in Ghana. *IOSR Journal of Humanities and Social Science (IOSR-JHSS)*, 26(9), 38-46.
- Ahmad S. (2013). *Human Resource Management in Practice; 1st Edition*; Mew Delhi: Discovery Publishing House PVT. LTD.
- Al Karim, R. (2019). Impact of Different Training and Development Programs on Employee Performance in Bangladesh Perspective. *International Journal of Entrepreneurial Research*, 1(1); 8-14.
- Alnaqbi, W. (2011). The Relationship between Human Resource Practices & Employee Retention in Public Organizations: An Exploratory Study Conducted in the UAEII, Edith Cowan University.
- Amin, M., Khairuzzaman Wan Ismail, W., Zaleha Abdul Rasid, S., Daverson Andrew Selemani, R. (2014). The impact of human resource management practices on performance: evidence from a Public University, *TQM J.* 26 (2), 125–142.
- Armstrong, M. (2006). *Human Capital Management. A Handbook of Human Resource Management Practice*. Gale Virtual Reference Library. Kogan Page Publishers.
- Armstrong, M. (2009). *Armstrong's handbook of human resource management practice*. London: Kogan page.
- Bates, S. (2004). Getting engaged. *HR Magazine*, 49(2), 44-51
- Buchanan, D. (1979). *The Development of Job Design Theories and Techniques*. New York: Praeger Publishers

- Collings, D. G., & Wood, G. (2009). Human Resource Management: A Critical Approach. In D. G. Collings & G. Wood (Eds.), *Human Resource Management: A Critical Approach* (pp. 1-16). London: Routledge.
- Collins, C. J., & Clark, K. D. (2003). Strategic Human Resources Practices and Top Management Team Social Networks: An Examination of the Role of HR Practices in Creating Organizational Competitive Advantage. *Academy of Management Journal*, 46(6), 740-752.
- Danaher, P.J., & Haddrell, V. (1996). A comparison of question scales used for measuring customer satisfaction. *International Journal of Service Industry Management*, 7(4), 4-26.
- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1), 39-50.
- Frye, M. B. (2004). Equity-based compensation for employees: firm performance and determinants. *Journal of Financial Research*, 27(1), 31-54.
- Hair Jr, J. F., Sarstedt, M., Ringle, C. M., & Gudergan, S. P. (2017). *Advanced issues in partial least squares structural equation modeling*: Sage Publications.
- Huselid, M. A. (1995). The impact of human resource management practices on turnover, productivity and corporate financial performance. *Academy of Management Journal*, 38(3), 635-672.
- Johnason, P. (2009). HRM in Changing Organizational Contexts. In D. G. Collings & G. Wood (Eds.), *Human Resource Management: A Critical Approach* (pp. 19-37). London: Routledge.
- Katou, A.A., (2008). Measuring the impact of HRM on organizational performance. *J. Ind. Eng. Management*, 1(2), 119–142.
- Khan, M. A. (2010). Effects of human resource management practices on organisational performance - an empirical study of oil and gas industry in Pakistan. *European Journal of Economics, Finance and Administrative Sciences*, 24, 158-175.
- Klerck, G. (2009). Industrial Relations and Human Resource Management. In D. G. Collings & G. Wood (Eds.), *Human Resource Management: A Critical Approach* (pp. 238-259). London: Routledge.
- Mondy, R. W. & Bandy, J. (2014). *Human Resource Management (13th ed.)*. Harlow, England: Pearson Education Limited.
- Noe, R. A., Hollenbeck, J. R., Gerhart, B. & Wright P. M. (2008). *Human Resource Management: Gaining a Competitive Advantage, 6th Edition*; Boston: McGraw-Hill Irwin Publishers.
- O'Sullivan, M. (2014). *What Works at Work*. The Starbank Press, Bath.
- Ogbodo, C.Y. (2007). *Annals of Management Accounting: An Empirical Approach (1st Edn.)*, Awka: Rex Charles and Patrick Ltd.
- Özdamar, K. (2017). Ölçek ve test geliştirme yapısal eşitlik modellemesi IBM SPSS, IBM SPSS AMOS ve MINTAB uygulamalı. [Scale and test development Structural equation modeling IBM SPSS, IBM SPSS AMOS and MINTAB applied]. Eskişehir, Nisan Kitabevi.
- Paauwe, J. (2009). HRM and performance: achievements, methodological issues and prospects. *J. Manag. Stud*, 46(1), 129–142.
- Pallant, J. (2011) *SPSS Survival Manual: A Step-by-Step Guide to Data Analysis Using SPSS*. Fourth Edition, Allen and Unwin, Australia.
- Podsakoff, P.M., MacKenzie, S.B., & Podsakoff, N.P. (2012). Sources of method bias in social science research and recommendations on how to control it. *Annu. Rev. Psychol*, 63, 539–569.
- Ringle, C.M., Wende, S., & Becker, J.M. (2015). SmartPLS 3, Hamburg: SmartPLS. Retrieved from <http://www.smartpls.com>
- Segbenya, M., & Berisie, T. (2020). The Effect of Training and Development on the Performance of Senior Administrative Staff at the University of Education, Winneba, Ghana. *International Journal of Business and Management*, 15(2), 1–13.
- Singh, K. (2004). Impact of HR practices on perceived firm performance in India: Asia Pacific. *Journal of Human Resources*, 42 (3), 301–317.
- Tensay, T.A. & Singh, M. (2020). The nexus between HRM, employee engagement and organizational performance of federal public service organizations in Ethiopia. *Heliyon*, 6(6): e04094. doi: 10.1016/j.heliyon.2020.e04094

- Teryima, J.S., & Abubakar, Y.M. (2018). Impact of Job Design Attributes on Performance Attainment in Business Organizations: A Survey of Deposit Money Banks in Nigeria. *The Business and Management Review*, 9(3). 497-524.
- Tetteh, S., Sheng, C.W., Yong, D.L., Narh, C.O., & Sackitey, E.O. (2017). The impact of training and development on employees 'performance (a case study of Millicom Ghana limited—Tigo). *International Journal of Information Research and Review*, 4(1), 3482– 3487.
- Torrington, D., Hall, L., & Taylor, S. (2005). *Human Resource Management*, Prentice Hall/Financial Times: Essex
- Towers, D. (2007). *Human Resource Management Essays*. Routledge.
- Vr Macky, K., & Johnson, G. (2004). *Managing Human Resources in New Zealand (2nd Ed.)*, McGraw-Hill, Auckland.oom,
- Vroom. H. (1964). *Work and motivation*. San Francisco, CA: Jossey-Bass.
- Wright, P. (2011). The 2011 CHRO Challenge: Building Organizational, Functional, and Personal Talent. Cornell Center for Advanced Human Resource Studies (CAHRS).
- Yusheng, K., & Ibrahim, M. (2019). Service innovation, service delivery and customer satisfaction and loyalty in the banking sector of Ghana. *International Journal of Bank Marketing*, <https://doi.org/10.1108/IJBM-06-2018-0142>
- Zareen, M., Razzaq, K., Mujtaba, G.B. (2013). Job Design and Employee Performance: The Moderating Role of Employee Psychological Perception. *European Journal of Business and Management*, 5(5), 46-55.