

## **HUMAN RESOURCE MANAGEMENT AND ORGANIZATIONAL PERFORMANCE IN NIGERIA**

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### **ABSTRACT**

*Human Resource Management has become extremely popular over the past decades, and it's currently a standard characteristic for nearly all larger firms and plenty of smaller emerging organisations. The human resource department manages variety of challenging fundamental functions in an organization and it is important that all labor legislation, record keeping, recruitment and training processes, compensation plan, relational assistance and help in managing explicit performance problems are complied with to drive productivity and high performance to the organisation. One in every explanation for quality is the assumption that HRM could be a supply for competitive advantage and can influence the organizational results and performance in a positive direction. The paper considers the relationship between human resource management and organizational performance. Human resource practices affect employees' attitudes and behavior, which affects the operational performance, like productivity, quality, and innovation, that successively have a positive impact on the monetary and market performance. Empirical proof supports such a positive relationship between human resource management and organizational performance.*

### **INTRODUCTION**

In recent times, organizations are seeking to create much competition within themselves, ensuring to meet up with trending demands of the business to improve on productivity stemming from globalization, advancement of information systems, and other factors that brings about business competition. Organizations are driven by what is currently obtainable in the market that set goals to improve organizational performance such as cost reduction, achieving sales levels, increase the number of customers and customers satisfaction, labour market, improvement in productivity, innovation and quality assurance. The realization of these set goals as been identified to be achieved through the human resource of an organization. The entire workforce of an organization is the key success to organizational development, productivity and organizational performance. Human resource is regarded as one of the most important asset of any organization in recent times in Nigeria. Many organizations in Nigeria have started realizing the importance of create competitiveness and realize objectives in business which has prompted so many organizations to understand objectives, expectations of their workforce to achieve the desired result. The realization of job expectations will assist employees adopt the right behavior and principle for operation. The expectation of organizations in managing their workforce is to achieve competence, cooperation, team work, commitment, and job satisfaction. Human resource management is a strategic approach to the successful management of people to achieve organizational objectives or success. According to M. Harmstrong and S. Taylor(2014), human resource management (HRM) is a comprehensive and coherent approach to the employment and development of people. HRM can be regarded as a philosophy about how people should be managed, which is related to number of theories relating to the behaviour of people and organizations. It is concerned with the contribution it can make to improving organizational performance through the effective utilization of people but it is, or should be, equally concerned with the ethical dimension such as how people should be treated in accordance with moral values. Keegan and Francis (2010) noted: HR work is now 'largely framed related to business issues'. The emphasis is on business alignment and strategic fit. Even though these are the important requirements, focusing on them can lead HR professionals to place correspondingly less emphasis on employee needs and motivations when developing their new

and altered arrangements. A simplistic view of the business imperative permits little room for considering how HR strategy should impact on individual employees. HRM indeed aims to support the achievement of business goals but, equally, it should aim to build a relationship based on trust, openness and personal fulfillment hence the performance of any organization largely depends on the performance of its employees. Successful organizations are increasingly realizing that several factors contribute to organisational performance but the human resource is the most critical (Mello, 2005).

The overall goal of performance management is to create a culture of high performance in which individuals and teams take responsibility for the continuous improvement of business processes and systems while contributing to achieving the targets set by managers. Particularly, performance management can be expressed as the approximation of individual objectives of employees with organizational objectives provided that employees support the culture of the organization. It provides for expectations to be defined and agreed upon in terms of role responsibilities and accountabilities, skills (expected to have), and behaviors (Attributes) (Armstrong, 2006). The purpose of human resource management is to improve business performance through people management. Organizations need to manage their human resources effectively and efficiently to achieve the desired goals and objectives. The achievement of goals and objectives translate also into better organizational performance. It is required that employees behave in accordance to the culture of the organization and certain positive ways that meet pre-determined target work behavior which is constantly accessed so that it does not degenerate into pitfalls in organizational goals and targets. Human resources management has a direct personal impact on employees, in shaping them, for example, the nature of work, pays and careers prospects determines employee performance. The reputation that an organization develops as a good employer helps to naturally attract and retain quality employees (David & Andrew, 2004). Over the years significant steps forward have been made in identifying the HRM-performance relationship. However, serious gaps in our understanding remain concerning the causal ordering of the variable, involved in the HRM-performance relationship (Purcell, Kinnie, Hutchinson, Rayton, & Swart 2003; Wright, Gardner, Moynihan, & Allen, 2005). Specifically, in analyzing the impact of HRM on organizational performance, each of the HRM performance linkage models developed complements the others by aiding constructs, and variables relationships (Aleazar, Fernandez, & Gardz, 2005)

Performance management can be defined as a systematic process for improving organizational performance by developing the performance of individuals and teams (Armstrong, 2006). According to him, it is a means of getting better results from the organization, teams, and individuals by understanding and managing performance within an agreed framework of planned goals, standards, and competence requirements. Previous studies have emphasized the importance of human resource management in an organization. Human resources play a key role to be competitive in the market. Proper management of human resources will enable the achievement of the objectives required by the organization. The potential use of skills, knowledge, and competencies of employees in the organization would make possible the realization of organizational performance. It is also confirmed by other research that strategic management of human resources has an impact on organizational performance. Effective human resource practices relate to the company's performance by contributing to employee and customer satisfaction, innovation, productivity, and the development of a favorable reputation of the firm in the industry. Several researchers have reported that HR practices are positively linked with organizational and employee performance, but little evidence is available about human resource management practices and organizational performance from developing countries like Nigeria. There is therefore the need to examine human resource management and its effects on organizational performance.

### **Concept of Human Resource Management**

Human resource management is a process that involves the use of overarching approaches to the development of human resource strategies, which are integrated vertically with the business strategy and horizontally with one another. These strategies define intentions and plans related to the overall organizational considerations, such as organizational effectiveness, and aspects of people management, such as; resourcing, learning, development, reward, and employee relations. Human resource management focuses on actions that differentiate the firm from its competitors (Purcell, 1999). It is suggested by Hendry and Pettigrew (1986) that there are seven meanings of human resource management: the use of planning; a coherent approach to the design and management of personnel; systems based on an employment policy and workforce strategy; often underpinned by a "philosophy"; matching HRM activities and policies to some explicit business strategy; seeing the people of the organization as a strategic resource; achievement of competitive advantage (Armstrong, 2006). Human resource management has a clear focus on implementing strategic change and growing the skill base of the organization to ensure that the organization can compete effectively in the future (Holbeche, 2004). HRM facilitates the development of a human capital that meets the requirements of business competitive strategy so that organizational goals and mission will be achieved (Guest, 1997). Human resource management is an integral part of business strategy and its focus is to achieve organizational objectives (Boxall & Purcell, 2003). Human Resources Management is the process of developing, applying, and evaluating policies, procedures, methods, and programs relating to the employment, motivation, maintenance, and management of people in the organization. Human resources management includes activities like strategic HRM, human capital management, corporate social responsibility, human resource planning, recruitment, selection, training and development, reward management, performance management, employee relations, health safety, and employee well-being as well as provision of employee services. It comprises a set of practices and policies designed to maximize organizational integration, employee commitment, flexibility, and quality of work (Armstrong, 2009). According to Shalini L., (2022), human resource managers have core functions listed below but two of the functions will be used for the purpose of this study

1. Job design and job analysis
2. Employee hiring (recruitment) and selection
3. Employee training & development
4. Compensation and Benefits
5. Employee performance management
6. Managerial relations
7. Labour relations
8. Employee engagement & communication
9. Health and safety regulations
10. Personal support for employees
11. Succession Planning
12. Industrial Relations

### **Recruitment and Selection**

Recruitment is the process of announcing job vacancies to attract a pool of qualified applicants to fill up vacancies in an organization. It is regarded as a positive process. Taylor (2008) posits that "recruitment involves actively soliciting applications from potential employees which are considered a positive activity that requires employers to sell themselves in the relevant labor markets to maximize the pool of well-qualified candidates from which future employees can be chosen". According to Etomi (2002), recruitment is concerned with the process of attracting a sufficient number of individuals with the right profile in terms of qualifications, experience, skills, and other relevant attributes to indicate their interest in working for the organization. Recruitment is the

process of generating a pool of qualified applicants for organizational jobs (Mathias & Jackson, 2004).

Selection is the process of evaluating those who have been searched for and obtained through recruitment to decide whether they can be employed or not. It is also the process of choosing the individual or individuals who best meet the job-related criteria. "Selection is a decision-making activity: the psychological calculation of suitability" (Price, 2004). Taylor (2008) posits that "selection techniques are used to decide which of the applicants is best suited to fill the vacancy in question." Etomi (2002) opines that selection is concerned with identifying the candidates from the recruitment pool who best meet organizational requirements for employment, it is also the process through which those who are recruited are downsized to the few who are hired. According to Yoder and Staudohar (1982) "selection is the process in which candidates for employment are divided into two classes those who will be offered employment and those who will not." While recruitment is a positive activity, by contrast, the selection is viewed as a negative process or activity in so far as it involves picking out the best of the bunch and turning down the rest (Taylor, 2008).

### **Training and Development**

The concept of training has been variously defined. According to Obisi (1996) training is viewed as a short-term process utilizing a systematic and organized procedure by which non-managerial personnel learns technical knowledge and skills for a definite purpose. Thus, training is specific and directional. Fajana (2002) views training as the process that involves developing skills and learning concepts, rules, or attitudes to increase the effectiveness in a particular job. Armstrong (2001) defines training as the formal and systematic modification of behavior through learning which occurs as a result of education, instruction, development, and planned experience. The concept of development has been variously defined. According to Obisi (1996) citing Steinmetz (1969) development is a long-term educational process utilizing a systematic and organized procedure by which managerial personnel learns conceptual and theoretical knowledge for general purposes. Thus, development is generic, non-directional, and all-encompassing. Armstrong (2001) views management development as being concerned with improving managers' performance in their present roles and preparing them for greater responsibilities in the future. Thus, from the above, we can confidently conclude that while training is designed for non-managerial personnel, developments are designed for managerial personnel.

### **Concept of Organizational Performance**

Campbell's (1999) theory defines performance as behavior or action relevant to the attainment of an organization's goals that can be scaled, that is, measured. Moreover, job performance is defined as what one is paid to do, or what one should be paid to do. The theory states that the measurement options, be they ratings from a supervisor, peer, or self, a simulated work sample, or hard criteria (e.g., tallying revenue generated, costs saved, customer complaints, or some variant of a computerized performance assessment) besides being valid, reliable, and not deficient should be free of contamination from sources of variation that are not under the control of the individual (e.g., differences in technology impacting a person's performance). Situational enhancers or constraints, if not taken into account in an appraisal, can contaminate the mean, variance, or both of individual performance. Observation and interpretation hold the key to the establishment of effective criteria. Yet, an ongoing problem in appraising people is the lack of reliability in the observation of their behavior (Ronan & Prien 1971). This unreliability is largely attributed to well-known rating errors such as "first impressions", "halo", and "similar-to-me". Lifson (1953) found that up to one-third of performance measurement variance is due to rater differences even though the observers had considerable experience in observing and evaluating people in the workplace (Boxall, Purcell & Wright, 2007). Organizational performance is one of the most broadly and extensively used dependent variables in organizational studies today, and yet,

at the same time, it remains one of the most imprecise and loosely-defined constructs (Rogers & Wright, 1998). In the strategy literature, the focus of attention on this construct has been concerned almost entirely with financial measures of performance. Conceptually, organizational performance has been defined as the comparison of the value produced by a company with the value owners expected to receive from the company (Alchian & Demsetz 1972). Venkatraman and Ramanujam (1986) indicate that a narrow definition of performance focus on the use of simple outcome-based financial indicators that are assumed to reflect the fulfillment of the economic goals of the firm. The literature reveals that studies into the HRM performance have not determined a specific meaning for the organizational performance construct. Some studies have used subjective measures to evaluate firms' performance, such as employee satisfaction, customer satisfaction, executives' perceptions about the company's performance, absenteeism, employee commitment, and other behavioral aspects. Other studies reference various objective measures for evaluating firms' performance, such as financial and market indicators. As a result, there is no common theory concerning organizational performance, and researchers utilize different indicators or variables to measure this construct (Guest, 2011).

### **Factors Influencing Organizational Performance**

According to Elona C. and Anri K. (2022). Identifies three(3) key factors that can influence performance which are

1. **Organizational Culture:** The culture of any organization both public and private identifies its status. It is the values, norms, beliefs, attitude of an organization. Ovidiu-Iliuta (2004) states that organizational culture first influences performance indirectly, through the influence of managerial practices that are utilized for the evaluation of performance. Thus, the performance through culture that promote job security, fair remuneration, appropriate incentives attracts employees that are best aligned with existing organizational values but organizations that do not possess the listed characteristics will find it difficult to retain and attract best talented employees that will enhance performance
2. **Training and Development:** This has also been identified by scholars as one the key factors that improve organizational performance. Training and development are compulsory steps organizations take to build the competency, capacity and knowledge of their employees for proficiency and better performance. Other findings point to the direct positive effects of training, such as: job security, increased productivity and, in particular, improved performance outcomes (Shadare, 2011).
3. **Work Environment:** This typically refers to the physical dimension of the organization in which staff perform relevant functions (Foldspang et al. 2014; Jain & Kaur, 2014), as well as the non-physical context and social dynamics in which individuals interact and exercise their core functions. If the physical dimensions does not align for the core objective of the organization or a given task it will definitely become unfeasible but if it aligns with the overall objectives of the organization, performance becomes a standard practice and gears increase in productivity.

### **Recruitment and Selection and Organizational performance**

As a fundamental HRM practice, recruitment is a procedure of discovering, delivering and securing the right candidates for an organization. Essentially, the procedure includes searching for and selecting the most qualified candidates for an organization by utilizing a few achievable recruitment approaches (Tong, 2009), while selection is the process of settling on the decision of the most suitable candidate from the group of candidates enrolled to fill the appropriate job position (Opatha, 2009). Similarly, recruitment and selection are considered the fundamental HRM practices that facilitate the obtaining of applicants into the organization. It is a fundamental practice that

muddles together the organization with existing positions with suitable candidates for a possible future relationship (Rynes & Cable, 2003).

Many empirical studies were carried out and found recruitment and selection to be a strong predictors of organizational performance. A study conducted by Alsughayir (2014) in the Asian context, specifically in Saudi Arabian organizations with 270 samples got a 92.9% response rate, SEM techniques were used in the data analysis, and the result found recruitment and selection positively significant to organizational performance. Similarly, in another study by Beh and Loo (2013) in insurance companies, 312 samples were used in the SPSS tool for multiple regression analysis considered in testing the relationship between recruitment and selection and organizational performance, result confirmed that recruitment and selection positively related to organizational performance. Again, in the study conducted by Chand (2010) in hotels, a quantitative approach with a total of 439 samples using the SPSS technique, the result of the study revealed that recruitment and selection were found positively related to performance.

### **Training and Development and Organizational performance**

Training and development practice is considered an important component of human resource management, its plays a vital role in increasing talent, flexibility, work adaptability, motivating, and sustaining the necessary competence of employees. Similarly, training and development is the vibrant area of HRM and is considered the fastest-growing part of personnel activities (Tai, 2006; Vlachos, 2008). Jauhar, Abdul Ghani, Joarder, Subhan, and Islam (2015), argued that training and development are considered important because most of the country used them to develop the skills and intelligence of their personnel to achieve both employee and organizational performance. The main focus of training and development in an organization is to improve individual, groups, team, and organizational, effectiveness and efficiency (Kraiger & Ford, 2007).

Prior studies established that training and development are significantly related to organizational performance. For instance, in one study by Arshad, Azhar, and Khawaja (2014), 50 samples were used using SPSS techniques, the regression and correlation analysis result shows training and development as one the highest predictor of performance. Similarly, in another study conducted by Triguero-Sánchez et al. (2013), 102 samples were used in second-generation analysis techniques (PLS-SEM), and the result revealed that training is found positively significant to organizational performance.

However, some studies report contradicting findings in the aforementioned studies. Some studies have shown that there is an indirect and insignificant relationship between training and organizational performance. A study by Aragón et al. (2014), used 1600 samples in quantitative analysis, and the result showed that training has an indirect effect on performance, it became significant through organizational learning. So also, in the study of Osman, Ho, and Carmen Galang (2011), 233 samples were used in the data analysis, the regression analysis result explained that training and development are not significantly related to organizational performance and the study recommended moderation. Despite several pieces of evidence in European and Asian countries literature is lacking on the relationship between training and development and organizational performance in African countries, particularly in Nigeria.

### **Relationship between Human Resource Management and Organizational performance**

Research between human resource management and organizational performance has dominated the academic and practitioner debate for more than two decades. However, most studies and publications in the field of human resource management have defined the concept in terms of individual practices. Noe et al. (2007), refer to human resource management practices as policies that influence the behaviors, attitudes, and performance of employees. They are focused on several important practices which, in turn, can positively impact organizational performance, such as human resource planning, recruitment, selection, training and development, compensation, performance management, and employee relations. Pfeffer (1998) reshapes these practices into

seven human resource management practices; these practices are expected to enhance organizational performance and enable the organization to gain a competitive advantage. Such practices are detailed as follows (Boxall, Purcell & Wright,2007):

- Employment security.
- Selective hiring of new personnel.
- Self-managed teams and decentralization of decision-making as the basic principles of organizational design.
- Comparatively high compensation contingent on organizational performance.
- Extensive training.
- Reduce status distinctions and barriers, including dress, language, office arrangements, and wage differences across levels.
- Extensive sharing of financial and performance information throughout the organization.

The pattern of connectivity between human resource management and organizational performance is represented through a model by Michael Armstrong (2006). At the center of this model is the performance as a function of the Ability + Motivation + Opportunity (AMO). The development of human resources strategy comes after is crafted business strategy. But before the drafting and formulation of the business strategy should have analyzed the competencies of the staff, the way how they motivate, and the types of skills and knowledge employees. It is precisely this workforce that will achieve the performance indicators. So, the realization of business strategy comes through the integration of workforce opportunities, expectations, and other factors that influence inside and outside the organization. So, it is easier tracking of a human resources strategy and adaptation strategies with previous practice and practice to be followed for the implementation of performance. The performance will be implemented successfully to achieve organizational performance satisfaction by reaching employees, their motivation, and effective management of HR by producing high-quality products.

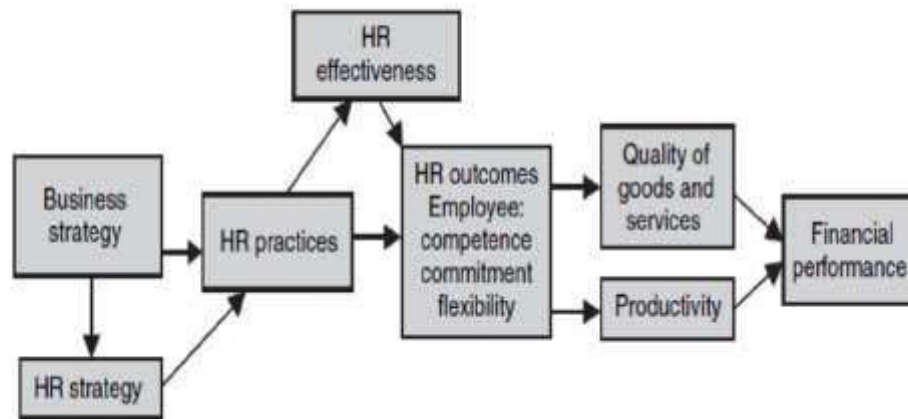


Figure 1. The relationship between human resource management and performance  
Source: Armstrong (2006).

Management of human resources represents a transformation that is relatively new in the field of human resource management. An important role of human resource management is about focusing on the management of employees as a tool to gain a competitive advantage. Organizations are aware that successful human resources policies and practices can increase performance in various areas such as productivity, quality, and financial performance. Performance management is a planned process in which key elements are different measurements, feedback, positive reinforcement, and ongoing dialogue between managers and employees. It has to do with measurement results in the form of performance achieved in comparison with the expectations expressed as objectives. Also, it has to do with the inputs and values. Inputs are the knowledge, skills, and behaviors necessary to produce the expected results. Needs are identified

by defining these requirements and evaluating the degree to which the expected levels of performance are achieved through effective use of knowledge and skills, and appropriate behavior. The performance management strategy has to do with all the businesses and not just the managers. So, managers are not only responsible for delivering the required performance. Managers should have the confidence to distribute authority and responsibility throughout the organization. In a sense, managers need to collaborate and consider part of their people to report on achieving the required performance. Managers and their teams are jointly responsible for the results and are both involved in agreeing on what they should do and how they should do it. Performance management processes are part of sweeping across organizations. Managers and other employees of the organization should work together jointly and commit to achieving the performance.

Performance management strategy should focus on the development of a continuous and flexible process involving managers and all the organizations that operate as a single team. This should determine how they can best work together to achieve the required results. This makes it possible to focus on the planning of future performance and performance improvements existing. A human resource management strategy provides the basis for regular dialogue and frequent between managers and other employees about performance needs and further development of the organization. Strategic human resource management may bring several benefits to the organization (Brewster, 2000):

- Contributing to the goal accomplishment and the survival of the company,
- Supporting and successfully implementing business strategies of the company,
- Creating and maintaining a competitive advantage for the company,
- Improving the responsiveness and innovation potential of the company,
- Increasing the number of feasible strategic options available to the company,
- Participating in strategic planning and influencing the strategic direction of the company as an equally entitled member of top management,
- Improving cooperation between the HRM department and line managers.

Moazzma, Muhammad, and Usman, (2017), examine the impact of human resource management practices on organizational performance. The study used primary data via a questionnaire that had 49 items covering selected HRM practices and universities' performance. The study revealed that management might be able to increase the level of commitment in the organization by improving satisfaction with compensation, policies, and work conditions. Companies should involve their employees as they are viewed as an indispensable source of competitive advantage. The study concluded that if the employees are well aware of the organization's environment, their duties, and objectives, they can better perform their tasks, and it helps the organization to enhance their productivity. A highly committed and competent workforce allows companies are succeeding in these strategies and gain a competitive advantage as long as these procedures are communicated and the workforce is involved in both the formulation and implementation phases.

Olalere, and Adesoji, (2017), examined the effectiveness of the Human Capital Development Programmes of First Bank of Nigeria Plc. The study utilized both secondary and primary to collate data. The study revealed that the Human Capital Development Programmes of First Bank of Nigeria Plc have improved the skills, attitude, and performance of the staff of the bank which invariably has led to the achievement of organizational goals and objectives. The findings also discovered the need for the bank to put in place motivational policies that will be attractive to the staff to retain them after the training and development exercise.

## **CONCLUSION**

Organizations are trying to create as much competition in the market, reaching to manage their human resources in achieving the organizational performance required. Some of the goals are cost reduction, achieving sales levels, increasing the number of customers, increasing market percentage, increasing product quality, innovative products, improve productivity. Human

resources are playing an important role in achieving these performance indicators. But before that, organizations should realize the expectations required from employees and so the employees show their skills, be motivated, and behave in the manner required by the organization to achieve performance. Strategic HRM is a detailed process for human resource management throughout the organization that it's integrated with the organization's overall strategy. It enables the organization to have employees with the right skills and put them in positions according to the level of their qualifications and skills. Different authors have tried to give different definitions for organizational performance. In general, organizational performance is related to the achievement of the objectives required by the organization. Achieving organizational performance is a result of the behavior of employees in the organization. Policies and practices of organizations motivate employees and they give an impact on organizational performance.

Some of these are human resource planning, recruitment, selection, training and development, compensation, performance management, and employee relations. A link between HRM and organizational performance has been developed by author Michael Armstrong. According to him, the performance is a function of Ability + Motivation + Opportunity (AMO). By achieving the expectations of employees, it will breach the performance required by the organization. Organizations need to consider human resources as a tool to gain the competitive advantage needed to create appropriate policies and practices. Also, authority and responsibility must involve the entire organization working as a single team and not focus only on managers. Performance management strategy should focus on the development of a continuous and flexible process.

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