

Assessing the Relationship between Human Resource Management and Employee Job Satisfaction: A Case Study of a Food and Beverage Company

E. Ofoegbu Onyema¹, Ph.D

¹ Dept. of Business Administration, Ajayi Crowther University, Oyo, P.M.B. 1066, Oyo State, Nigeria

Correspondence: E. Ofoegbu ONYEMA, Dept. of Business Administration, Ajayi Crowther University, Oyo, P.M.B. 1066, Oyo State, Nigeria. E-mail: onyemafoegbu@gmail.com

Received: April 1, 2014

Accepted: April 14, 2014

Online Published: April 15, 2014

doi:10.5430/jbar.v3n1p71

URL: <http://dx.doi.org/10.5430/jbar.v3n1p71>

Abstract

The relationship between human resources management practice and Employee job satisfaction has always been contentious. The study therefore, set out to examine and indeed ascertain the true state of such relationship using the Nigerian Breweries as a case study. Survey design was adopted in the gathering of the primary data. Questionnaire was designed and administered on some staff of the organization. The data gathered was analysed using regression method and Pearson's correlation. The result of the study indicates that recruitment and selection, training and development, performance appraisal and compensation (human resources management practice variables) jointly and independently predict job satisfaction. It is recommended that to improve competitive ability organizations need to recruit and retain competent staff. This can only be done through good human resource management practices.

Keywords: Human Resources Management practice, Employee job satisfaction

1. Introduction

An organization has various aspects of resources, financial, physical, and human resources. Of all the assets of the organization; the human resource is the most critical. All other assets are inanimate; it is the human resources (employees) that breathe life into them.

The management and practice of human resource, become an important factor in an organization because they impact on the behavior, response and action of the employees which in turn affect the performance of the organization and achievement of its goals and objectives. Equally important is the way and manner people are brought into the organization, the way they are treated and the training and development they receive and above all, the level of rewards they receive.

Human resource for the organization represents the total of the inherent activities, acquired knowledge and skills as exemplified in the talents and attitudes of its employees (Megginson 1982). Personnel Management has been defined in many different ways such as planning, organizing, directing and controlling of the procurement, development, compensation, integration and utilization of labour force to achieve organizational goals. The role in the organization has changed over the years and has become strategic and hence the term Personnel Management is replaced with the term Human Resources Management. Mukovich (1998) has defined human resources management as a service of integrated decisions that form the employment relationships, their quality contributions to the ability of the organizations and their employees to achieve their objectives.

Deveshwar (1999) has once posited "the challenges of attaining interaction dimension are once humbling, inspiring and exciting. In the ultimate analysis, and the cutting edge in the realization of such aspiration would be provided by the dynamism of its human resource. The importance of the human resources (employees) being satisfied to put in their best becomes a sine-qua-non in the enterprise scheme of things. In the contemporary world, creativity is an essential ingredient for competitive ability. People in the organization are the only source of such creativity (Prasad, 2006). The human resource practice of any organization is domiciled in its human resources department. Human resource management practice is one area that influences employees' intention to stay or leave an organization as

well as determining their level of performance, job satisfaction and organization and organizational commitment (Huang, 2000).

Observations have been made that in many Nigerian organizations both private and public apathy and nonchalance on the part of employees are a general phenomenon. Many reasons have been adduced for such apathy, low morale and indifference including poor recruitment process, lack of training and development opportunities, poor management styles, uncondusive working environment and above all poor remuneration, all resulting to poor job satisfaction and low morale. The relationship between human resources management practice and employee job satisfaction cannot be ignored and if ignored no job satisfaction would be guaranteed (Guesr 1989, Beereral 1984). Indeed Schuler and Jackson (1987) describe human resource management practice, as how the resources are employed towards the achievement and fulfillment of organizational goals. It has equally been alleged that in most Nigeria organizations, the human resources are not accorded their strategic importance leading to the said apathy, inefficiency, lack of job satisfaction and low morale. A major reason for this study therefore, was to ascertain the role and effect of human resource, management practice on job satisfaction and Performance. In Nigeria organizations It was also to discover whether there is any relationship between training and development and job satisfaction. The study indeed was to try to determine whether recruitment and selection, training and development would jointly predict job satisfaction. A number of factors have been identified as affecting employee job satisfaction. Heck and Rosser (1996) took the view that problem like the nature of the employee, lack of recognition, limited opportunities for career development affect job satisfaction. The study world endeavour to ascertain the veracity or otherwise in the Nigerian context of the above view.

2. Research Questions

It is expected that the study would provide answers to the following questions

- 1) Will recruitment and selection, training and the development, performance, appraisal and reward system predict job satisfaction?
- 2) Is there any significant relationship between recruitment and selection and job satisfaction?
- 3) Is there any relationship between training and development and job satisfaction?
- 4) Will there be any relationship between performance appraisal and job satisfaction?
- 5) Do recruitment and selection, training and development have any effect on job satisfaction?

3. Hypotheses of the study

Certain hypotheses were postulated and tested with the result of the data analysis. Using Null hypothesis: The hypotheses include the following.

- 1) Recruitment and selection, training and development, compensation and performance appraisal will jointly and independently predict job satisfaction
- 2) There is a significant relationship between recruitment and selection and job satisfaction
- 3) There is a significant relationship between training and development and job satisfaction
- 4) There is a significant relationship between compensation and job satisfaction
- 5) There is a significant relationship between performance appraisal and job satisfaction

4. Study Objectives

A lot has been researched about the determinants of job satisfaction like age, pay, environment, education and work itself. However, little attention seems to have been given to variables like recruitment and selection, training and development and staff appraisal. And their effect on employee job satisfaction in Nigeria. A major objective of this study is therefore, to ascertain whether there is any relationships between human resource management represented by variables highlighted above and employee job satisfaction.

5. Literature Review

It is customary in a study report like this to review relevant work done in the area. Juctus (1980) has termed human resources as "human factors" which refer to a "whole consisting of interrelated, inter-dependent and interacting, physiological, psychological, sociological and ethical components": The increasing interest in human resource is due to the assumption that employees and the management of such employees are important to the success of the firm, (Mueller 1996; Kamere1996; Lado and Wilson 1994; Wright et al (1994). Human resource practice in an

organization has been viewed as one area which can influence employees intention to leave or stay in the organization, as well as the extent of their feeling of job satisfaction and organizational commitment (Huang (2000).

Whether the human resources policy adopted is geocentric ethnocentric, or polycentric, the overall objective should be to attract and retain staff who will be willing to work for and be satisfied with the organization (Hull & Mcshane, 2008). It has been contended that there is a positive correlation between human resource management practice and job performance (Ichwowski et al 1997, Arthur 1994, Huselid 1995). Human resource management has been classified as having internal and external fit (Guest 1997; Subramaniun and Kroeck 1995). External fit has been observed to produce result linking human resource management practices and strategy for higher performance (Y oundt 1996). The overall purpose of human resource management is to ensure that the organization achieves its objectives and goals through employees (storey, 1992, Armstrong, 2009, Costea 2005). Human resource management practices have been observed to improve organizational performance (Lee and Lee 2007). Human resource principles of high involvement, high commitment and high performance have been identified as contributing to the achievement of organizational objectives (Huselid 1995, Delancy and Huselid 1996). It has been contended that human resource management practice is designed to achieve high level employee flexibility, commitment and performance (Bach & Sisson 2002).

Human resources management practice has been said to directly influence the job satisfaction of employees as well as promoting organizational commitment (Ulrich 1997). A view has been expressed that human resource practice can be a tangible and distinct activity. Wimalasmi (1995) and Jaiwe (1982) opine that policies in the area of training and development, rewards and incentives as well as career progression influence employees' commitment toward the organization. This can lead to greater effort on the part of the employees and may result in higher productivity.

Job satisfaction has been described as a reaction to job, arising from what an individual seeks in a job in comparison with the actual outcomes of the job to the individual (Rothman & Coetzer 2002). Job satisfaction has been defined as an individual's total feeling about his job and attitude he/she has towards various aspects of the job as well as attitude and perception that can influence the fit between the individual and the organization (Invancevich and Matteson, 2002;Spencer,1997).

Locke(1976) conceives job satisfaction as a pleasurable or positive emotional state resulting from appraisal of one's job or job experience. Also, Du Brins(1988) defined job satisfaction as the result of employees' perception of how well their job provides those things that are viewed as important. In discussing job satisfaction, the person-situation dimension of personality is relevant. Personality is taken to represent the whole person concept. It includes perception, learning, motivation and more (Luthans, 2005). Personality refers to how people affect others and how they understand and view themselves as well as their patterns of inner and outer measurable traits and person-situation interactions (Luthans, 2005).

Personality and attitude represent important micro oriented dimensions in the area of job satisfaction. To the society as a whole as well as from individual employees' standpoint, job satisfaction in and of itself can be a desirable outcome. For any employee, attitudes are variously related to motives, values personality and emotions (Blum andNaylor, 1968). By attitudes we mean the beliefs, feelings and action tendencies of an individual or a group of individuals towards objects, ideas and people (Blum andNaylor, 1968). Attitudes like personality are complex and multidimensional. Attitudes are a reflection of people's opinions and in most cases judgements people make are predicated on the pieces of information people receive from different sources.

Rogers and Maslow's humanistic theory of self actualization and drive to realize one's potential trait theory (observable patterns of behaviour that last over time) are also relevant in discussing job satisfaction. Five dimensions of the personality trait affect job satisfaction of employees. Invancerich et al (2008) identified the dimensions to include extroversion, emotional stability, aggressiveness, openness to experience and consciousness.

Empirical evidence has further supported the five personality trait dimension and has opined that employees who are high on the dimensions experience high job involvement (Srivastava, 2008, Digman, 1990, Goldberg, 1993, Mccrae and Costa 1996, o'connor 2002, Costa & Cral 1985, Mount & Barrick 1995). Sampan et al (2002) have taken the view that job satisfaction is as a result of an individual's perception and evaluation of his/her job influenced by his/her own unique needs, values and expectations which are regarded as being important.

For Robbins (1993), a person with high job satisfaction appears to hold generally positive attitudes towards the job. Job satisfaction is any part of the job that produces feelings of satisfaction (Spector 1997).

Reddin (1970) identified five correlates of job satisfaction which include stronger innovation, job involvement, organizational commitment life satisfaction less absenteeism. A number of job design approaches attempt to

incorporate satisfaction into work. This is based on the assumption that workers contribute more if they are happy and feel they are contributing something of value (Petty et al 1984).

Job satisfaction is a general attitude which is the result of many specific attitudes in three areas namely, specific job factors, individual characteristics and group relationships outside the job (Blum & Naylor 1968). For Action and Golden (2003), human resource practice apart from creating job satisfaction, increases employee morale as well as enhancing job discipline. Obviously job discipline increase employee efficiency and would tend to promote professionalism at work. Adequate compensation, training and development, enabling work environment and fringe benefits enhance job satisfaction which is the result of good management practice. (Moncarz et al, 2009, Deckop et al, 2006) . It has been suggested that employees with opportunity for career development tend to have higher job satisfaction (Harrell and Tzaforis 1999. Locke (1976) takes the view that job satisfaction is predominantly premised on the way employees perceive their needs.

The result of some studies have shown meaningful relationship between job satisfaction and wages, management policy, working conditions, possibilities of promotion, gaining respect, the size of the organization and self development and achievement of the use of talents (Ergenc 1982a; Sencer 1982; Kose 1985, Yincir 1990). Job satisfaction is so critical hence its absence leads to lethargy and reduces organizational commitment (Moser 1997, Levinson, 1997). It has also been pointed out that lack of job satisfaction is a predictor of quitting a job (Jamal 1997, Alexander et al 1997). Research findings indicate that age, professional experience and level of wages, educational level all have meaningful relationship with job satisfaction (Kose 1985; Hamshari, 1983, Delia 1979; well-maker 1985; Vaugan and Dinn in Adeyemo 1997; Lynch and Verchin 1983). Many organizations recognise the importance of the potential link between job satisfaction and a number of desirable organizational outcomes (Ivancevich 2011). However, Edwards et al (2008) have taken a divergent view by contending that one of the most debated and controversial issues in the study of job satisfaction is its relationship to job performance or effectiveness.

6. Theoretical Base of the study/research

Various theories have been postulated regarding human resources and human resources management practice and employee satisfaction.

Box all (1992) developed the social significance model of Human Resources Management. The model lies in the need satisfaction of personnel in the organization. The premise of the theory is that since these organizational personnel are drawn from the society, their effectiveness contributes to the welfare of the society. It is often said that a happy worker is not only happy at work place but also at home and in the society to which he makes positive contributions to the society. Wright and Me Mahan (1920) developed comprehensive framework on the impact and influence of human resources practice. Four of such influences tend to provide explanations for practices resulting from strategy considerations. Such theories include the resource based view and the behavioural model. Others which provide explanations for human resources practices include the resources Dependency theory and institutional theory.

The resources based theory of the firm (Barney 1991) takes the view that firm resources are key determinants of its competitive advantage only by creating value in a way that provides difficulty for competitors to copy or imitate. Indicators of the potential of firm's resources to competitive edge include rareness, values, substitutability and limitability. The theory takes the view that in order to have competitive advantage the resources available to competing firm must be variable among competitors and those resources must be rare. Human resources practices greatly influence organizations activities and can be used to gain competitive advantages (Schuler and Mcmillan 1984).

The behavioral based contingency theory tries to illucidate practices designed to moderate and influence attitude and behavior and emphasizes the instrumentality of such practices in achieving organizational goals and objectives.

7. Study Methodology

The study adopted a survey research design which measures two variables independent variable and dependent variable. The independent variable is recruitment and selection, training and development, performance appraisal and compensation while the dependent variable is perceived job satisfaction.

7.1 Sample Population

The population is the staff of Nigeria breweries, a manufacturing firm based at Ibadan, south west Nigeria. The total population is 700 employees out of which 250 were drawn. The sample included management staff, senior and junior staff of the firm. Stratified random sampling was used to collect the data. This was to ensure that different categories

of staff were covered. This was Three hundred and fifty questionnaires were distributed out of which 230 were retained and found usable for analysis.

7.2 Research Instrument

Questionnaire was used to collect data for analysis. The questionnaire was divided into six sections. Section A has to do with demographic characteristics of the respondents while Section B to E are concerned with the scale of human resource practice. The scale of human practice is a twenty three item questionnaire adapted from a scale developed by Mansour (2011). The scale comprises recruitment and selection (C) 3 items; training and development (B) 5 items; performance appraisal (D) 6 items; compensation section E (9 items). Likert-type scale of five points with values ranging from 1 to 5 was used. The scale ranged from 1 (strongly disagree) to 5 (strongly agree). The scale had a reliability coefficient of .84 Section F of the questionnaire of twenty five items measured job satisfaction. The job satisfaction scale was adapted from a scale developed by Getahun et al (2006) with a Likert scoring format ranging from strongly agree (5) to strongly disagree (1) The alpha reliability coefficient for the job satisfaction variables are reward system 0.84, job related stress 0.76, job meaningfulness 0.80, training 0.59 and supervisory role 0.71

7.3 Validity and Reliability of the Instrument

The research instrument were revalidated and the Cronbach alpha coefficients obtained include recruitment and selection .62, training and development .79; performance appraisal .79, compensation .70 and job satisfaction .92.

8. Data Presentation, Analysis and Interpretation of Results

The analysis of the data collected was carried out and the results together with the interpretation of the results are presented here. The data was analysis using descriptive statistics, Pearson's correlation techniques and regression analysis.

8.1 Analysis of demographic data

Table 1-5-Descriptive statistics of demographics

Sex	Frequency	Percentage
Valid Male	142	64.3
Female	79	35.7
Total	221	100.00

Table 2- showing age distribution of respondents

A	Frequency	Percentage
18-25	19	8.6
26-35	115	52.0
36-45	81	36.7
46-55	6	2.7
56 and above	0	0
Total	221	100

Table 3- showing marital status of respondents

Marital Status	Frequency	Percentage
Single	146	66.1
Married	63	28.5
Divorced	12	5.4
Separated	0	0
Total	221	100.00

Table 4.- showing Educational Background of Respondents

Educational Background	Frequency	Percentage
Postgraduate	100	45.2
B.SC/HND	89	40.3
OND/NCE	27	12.2
SSCE	5	2.3
Primary School	0	0
	221	100.00

Table 5- Showing the Nature of Business

Nature of Business	Frequency	Percentage
Trading	32	14.5
Manufacturing	107	48.4
Services	82	37.1
Total	221	100.00

Table 6-Showing the Cadre of Respondents

Cadre	Frequency	Percentage
Management Staff	34	15.4
Senior Staff	107	48.4
Junior staff	80	36.2
Total	221	100.00

Table 7- showing the Cadre of Respondents

Department	Frequency	Percentage
Sale	26	11.8
Human Resource	22	9.9
Administration	74	33.5
Packaging	39	17.6
Production	18	8.2
Brew House	31	14.0
Engineering	11	4.0
Total	221	100.00

Source: field survey 2013

Table one indicates that 142(64.3%) of the respondents are male while 79(33.7%) are female. Table 2 shows the age distribution of the respondents. From the table it can be observed that 19(8.6%) of the respondents are within the age bracket of 18-25years, 115(52%) are between 26-35years, 6(2.7%) are between of 46-55years. The age structure of the organization under study seems to be normal.

Table 3 shows that 146(66.1%) of respondents are single, 63(28.5%) are married, 12(5.4%) are divorced.

Table 4 shows the educational background of the respondents. The table indicates that 100(45.2%) of the respondents have postgraduate qualification, 89(40.3%) have first degree or higher National Diploma Certificate,

27(12.2%) have ONDINCE certificate while 5(2.3%) are secondary school certificate holders. It would seem from the table that this organization attaches great importance to having highly qualified personnel with 45.2% as being postgraduate certificate holders. Table 6 indicates that 34(15.4%) of respondents are management staff, 107(48.4%) are senior staff, while 80(36.2%) are junior staff. Table 7 shows the distribution of the respondents by Departments. The table indicates that 49(22.19) are from human resources, 74(33.5%) are from administration, 39(17.6%) are from sales, 14(6.3%) are from production. The data shows a fair distribution of the respondents by Departments.

8.2 Testing the hypotheses

In testing hypothesis one, regression analysis was employed while correlation analysis was carried out for other hypotheses.

Hypothesis I: Training and development, recruitment and selection, performance appraisal and compensation can jointly and independently predict job satisfaction.

Table 8- showing the summary of recruitment and selection, training and development performance appraisal and compensational will jointly and independently predict job satisfaction.

Variable	F-ratio	Sign of p	R	R ²	Adj R ²	B	T	P
Recruit and selection						213	3.570	.018
Training and Development	34.911	0.001	.629	.303	.302	.028	2.350	.027
Performance Appraisal						.187	2.818	.014
compensation						.104	3.526	.009

Table 8 above shows that the relationship between human resources management practice and employee job satisfaction is significant $F = (34.911)$, $R = .629$, $R^2 = .303$, $adj. R^2 = .302$, $P < .05$). The independent predictor variable jointly account for a variation of about 30.3 in job satisfaction. The relative contributions and levels of significance of the various independent variables include the following: recruitment and selection ($\beta = .213$, $p < .05$), training and development ($\beta = 1.04$, $p < .05$). From the above result it can be concluded that the independent variables, recruitment and selection, training and development, performance appraisal and compensation jointly and independently predict job satisfaction. The hypothesis is accepted.

Hypothesis II- There is a significant relationship between recruitment and selection and job satisfaction.

Table 9. is summary of Pearson's correlation analysis showing the significant relationship between recruitment and selection and job satisfaction.

Variable	Mean	Sts Deviation	N	R	P	Remark
Job Satisfaction and	3.9446	.60220	221	.245	.000	Sig
Recruitment and Selection	4.5595	.29999				

Sig at .05 Level

The above table indicates that there is a significant relationship between Recruitment and selection and job satisfaction ($r = .245$, $N = 221$, $P < .05$). It can influence job satisfaction hence, the hypothesis is accepted.

Hypothesis 3: There is a significant relationship between training and development and job satisfaction.

Table 10. Summary table of pearson's correlation analysis, showing the significant relationship between training and development and job satisfaction.

variable	Mean	Std Dev.	N	R	P	Remark
Job satisfaction	3.9446	.6022	221	.103*	.000	sig
Training and development	4.7366	.2156				

*sig. at .05 level.

The table above shows that there is a significant relationship between training and development and job satisfaction ($r=.103^*$, $p<.05$). It can be concluded based on the above result that training and development influence job satisfaction hence the hypothesis is accepted.

Hypothesis 4- there is a significant relationship between performance appraisal and job satisfaction

Appraisal and job satisfaction

Variable	Mean	Std. Dev.	N	R	P	Remark
Job satisfaction	3.9446	.60220	221	.278**	.000	Sig
Performance Appraisal	4.5505	.28794				

** Sig at .01 level.

Table eleven (11) above shows that there is a significant relationship between compensation and job satisfaction ($r=.540^{**}$, $N=221$, $p<.01$). The result indicates that compensation can influence job satisfaction hence, the hypothesis that there is a significant relationship between compensation and job satisfaction can be accepted.

9. Conclusion

The study found a positive relationship between job satisfaction and human resource management practice represented by recruitment and selection, training and development, performance appraisal and compensation. The result of the study is consistent with the finding of Husfield (1995) Khwowski et al (1997)

Job satisfaction is the result of various attitudes possessed by an employee/s (Blum & Naylor 1968). The result of this study is consistent with Blum and Naylor's (1968) position to the extent that attitudes are related to the job and are concerned with specific factors as compensation (wages). The result of the study is also in tandem with the findings of Kovanch (1995).

The results of the study also have highlighted the importance of positive human resource management practice in the organizational scheme of things since job satisfaction which is an emotional thing tends to influence other job events at work. This is in line with the findings of (Cropanzano 1996). The results of the study also indicate the critical importance of appropriate and positive human resource management practice in bringing out the best from an organization's employees.

The overall conclusion from the result of the study is that recruitment and selection, training and development, performance appraisal and compensation (human resource management practice variable) can jointly and independently predict job satisfaction.

10. Recommendations

The following recommendations are made bearing in mind the importance and criticality of the issues highlighted by the results of the study

- 1) Human resource management practice in any organization should be given the seriousness it deserves by ensuring that human resource policies are well enunciated, only trained professionals handle human resource issues and that procedures are understood by employees.
- 2) Organizations should create the enabling environment that brings out the best out of employees and gives them job satisfaction by adopting humane management style, creating a friendly environment.
- 3) The human resource in the organization should be given its pride of place in the organization since it is the only animate asset of the organization that breathes life into other assets. Hence, human resource should be handsomely rewarded and should be involved in corporate strategy.
- 4) Methods of attracting people into the organization should be such that it positively discriminates in order to bring in the best into the organization. This requires that personnel and job specifications are clearly articulated, performance predictor variables should be identified and understood by those managing the recruitment and selection function.
- 5) The human resource management practice in place should be geared towards retaining the best for the organization for the sake of increasing productivity and reducing cost of recruitment. This should be done through appropriate regular training, offering competitive salary and introduction of attractive incentive schemes better than those of the competitors.

References

- Abowd, J.M. (1990). Does performance-based compensation affect corporate performance? *Industrial and Labour Relations Review* 43; 52-73. <http://dx.doi.org/10.2307/2523571>
- Armstrong, Micheal. (1995). *A Handbook of personnel Management Practice*: London. Kongan p.557.
- Baird, L & Meshoulam, I. (1988). Managing the two fits of strategic human resources management. *Academy of management Review*, 13: 116-28.
- Barney, J.B. & Wright, P.M. (1988). On becoming a strategic partner: The role of human resources in gaining competitive advantage. *Human Resource Management*, 37 (1), 31- 46. [http://dx.doi.org/10.1002/\(SICI\)1099-050X\(199821\)37:1<31::AID-HRM4>3.0.CO;2-W](http://dx.doi.org/10.1002/(SICI)1099-050X(199821)37:1<31::AID-HRM4>3.0.CO;2-W)
- Beach, Dales. (1980). *Personnel: the management of people*. New York McMillan P 362.
- Boxall, P.F. (1992). "Strategic Human Resources Management: Beginning of a new theoretical sophistication" *Human Resources Management Journal* N02, 1992.
- Branham, L. (2005). The 7 hidden reasons why employees leave: How to recognise the subtle signs and act before it's too late. New York, NY, Amcon.
- Blum M, L and Naylor, J.C. (1968). *Industrial Psychology*, Harper and Row, publishers 364-390.
- Cascio, Wayne. (1995). *managing Human Resources*, NY: McGraw-Hill, p 341.
- Cole, G.A. (1993). *Personnel Management- Theory & Practice*, London: DO publications p447.
- Devshwar, Y.C. (1999). Proceedings of Annual General meeting, ITC Ltd, Calcutta, July 30, 1999.
- Dowling, P.J, Schuler, RS. And Welch, D.E. (1994). *International Dimensions of Human Resource Management*, Belmont, CA: wadsworth.
- Edwards, B.D, Sussanne, T.B, Winfred Arthur Jr, Decuir, A.D. (2008). Relationship between facts of job satisfaction and Task and contextual performance. *Applied Psychology*, 57, No 3 July 2008. <http://dx.doi.org/10.1111/j.1464-0597.2008.00328.x>
- Flippo, E.B. (1984). *Personnel Management* New York, McGraw - Hill P 239.
- Gerhart, B & Milkovich, G.T. (1990). Organisational differences in managerial compensation and financial performance. *Academy of Management Journal*, 33; 663- 91. <http://dx.doi.org/10.2307/256286>
- Ghoshal, S. (1999). "Competing on Human capital" *The economic Times*, June 11, 1999 pp. 1-2 (supplement.)
- Golden, K.A & Ramanujam, V. (1985). Between a dream and a nightmare: On the integration of human resource management and strategic business planning. *Human Resource management* 24(4): 429-452. <http://dx.doi.org/10.1002/hrm.3930240405>
- Greer, C.R. (1995). *strategy and Human resources: A General Management prospective*. Eagle wood cliff New Jersey: prentice Hall.
- Griffeeth, RW & Hom, P.W. (2001). *Retaining valued Employees*. Thousand Oaks, CA sage.
- Guest, D. (1989). "personnel and human Resource Management: can You tell the difference? *Personnel Management*, January p. 48-51.
- Hassan, S.M.J. (1992). *Human Resource Management in a new Era of Globalism* *Business forum* 17(1), Loss Angles, Winter, 56-66.
- Herderson, R.I. (1984). *Performance Appraisal*, New Jersey: prentice - Hall p. 168.
- Hill G.W & Mcshane, S.L. (2008). *principles of management*, McGraw - Hill Irwin p 284-344.
- Huselid, M.A (1995). The impact of human resource management practices on turnover, productivity and corporate financial performance. *Academy of management journal*, 38:635-672. <http://dx.doi.org/10.2307/256741>
- Huselid, M.A, Jackson, S.E & Randall, RS. (1997). *Technical and strategic human resources management effectiveness as determinants of form performance*.
- Irwin, J.G, Hoffman, J.J & Geiger, sc. (1998). The effect of technological adaptation on organisational performance: organisation size and environmental munificence as moderators. *The international Journal of Organisation Analysis*, 6(1): 50-64. <http://dx.doi.org/10.1108/eb028878>

- Ivancevich, J.M, Konopaske, R. & Matteson, M.T. (2008). *Organisational Behavioural Management*, New York. P153.
- Juctus, Michael. J. (1980). Personnel Management Home wood in Richard D Irwin p40.
- Jackson, S.E, Schuler, R.s. (1995). Understanding human Resource Management in the context of organisation and & their environments. In M.R Rosenliseig and L.W Porter (Eds) *Annual Review of psychology* vol. 46, 237-364. Palo Atto.
- Judge, T.A, Heller, D & Mount, m.k. (2002). Five - factors model personality and job satisfaction: in Juhary Ali & Bawa, M.A. 1999. Human resources management in context.
- Kerr, J.L & Slocum, I.W. (1987). Linking reward systems and corporate cultures. *Academy of Management Executive*, 1 (2), 99-108. <http://dx.doi.org/10.5465/AME.1987.4275817>
- Kinick, I. & Mikee - Kyan, F.M, Schviesheim & Carson, K.P. (2002). Assessing the construct validity of Job Descriptive index: A Review & Meta-Analysis: *Journal of Applied Psychology* Feb. 2002, p 14-32. <http://dx.doi.org/10.1037/0021-9010.87.1.14>
- Lawlor, E.E & Mohrman, S.A. (1987). Unions and the new management, *Academy of Management Executive*, 293-300.
- Leonard, I.S. (1990). Executive pay and Firm Performance. *Industrial & Labour Relations Review*, 43: 13-29.
- Locke, E.A. (1976). The Nature and Causes of Job Satisfaction: in M.D. Durnet(ed). *Handbook of Industrial and Organizational Psychology*. Rand McNaily Chicago p 1300.
- Legge, Karen. (1989). Human resources management. A critical analysis. In John Storey (Ed) *New perspectives in human resources management*, London, Routledge.
- Legge, Karen. (1999). Human Resource management: Rhetorics and Realities, New York McMillan.
- MacDuffie, I.P. (1995). Human Resource bundles and manufacturing performance: Organisational logic and flexible production systems in the world auto industry. *Industrial and Labour Relations Review* 48: 197-221. <http://dx.doi.org/10.2307/2524483>
- Majchrzak, A. (1988). *The Human side of factory automation*, San Francisco Jossey – Bass.
- Mansour, M. (2011). Human Resources Practices: Impact on firm performance: An Empirical Study. A conference paper delivered at Dubai conference organized by World Business Institute, Australia.
- Maslow, A.H. (1954). *Motivation and Personality*. New York: Harper and & Row.
- Mathieu, J.E & Zajac, D. (1990). A Review and meta-Analysis of the Antecedents, Correlates and consequences of organisational commitment. *Psychological Bulletin*, September 1990, p 171-194. <http://dx.doi.org/10.1037/0033-2909.108.2.171>
- Mauren LA, Anke, Avn & Marshall Shmink. (2008). Industrial Moral Development and Ethical climate: The influence of person - organisation fit on job attitudes. *Journal of Business Ethics*, 77, N03, Feb 2008.
- McGree, R.R & Costa, P.T. (1996). Toward a new generation of personality theories; theoretical contexts for the five factor model of the five factors model in relation to popular personality assessment.(9).
- Milkovich, G,T & Boudrean, J.W. (1998). *Human Resources Management*, Homewood III, in Richard D, Irwin p.6.
- Miles, R.E & Snow CC. (1984). Designing Strategic human Resources systems organizational Dynamic 16,36 -52.
- Morrisi, J. (1978). *Management Development and Development Management in Burgoyne*, J.K Stuart, M (Eds). Management, Development: context & strategies. Goner press.
- Nambudiri, CNS & Saiyadain, M.S. (1978). Management Problem and Practices India and Nigeria. *Journal of world business*, Greenwich Summer.
- Nee, O.P & Khatri, N. (1999). Emerging Strategic Human Resources management issues in singapore. In Daing N I, Ishak, I, Mohammed, J, Yusseru, Z and Ahmad, Z.A (Eds). Reinventing Asian Management for Global Challenges, proceedings of the third Asian Academy of Conference, 1999: 311-320.
- Noe, R.A, Hollenbeck, J.R, Gerhart, B & Wright, P.M. (1997). *Human Resources Management, Gaining competitive Advantage*. 2nd Ed. Singapore McGraw Hill.

- Noe, R.A, Hollenbeck, J.R, Gerhart, B & Wright, P.M. (2000). *Human Resources Management, Gaining competitive Advantage*. 3rd Ed. Singapore McGraw Hill.
- Oshionebo, M.E. (1992). New Trends in Personnel Management: Quality of Work Life, Occasional Papers No. 20 Badagry, Lagos, Administrative staff college of Nigeria (ASCON).
- Osterman, P. (1987). Choice of Employment Systems in Internal Labour Markets *Industrial Relations* 26: 46-67.
- Pfeffer, J. (1994). *Competitive Advantage through people: Understanding the power of the work force*, Boston, Harvard Business School, Press.
- Petty M.M, Me Gee, G & Cavender, J. (1984). A meta-analysis of relationship between industrial job' satisfaction and individual job performance ; *Academy of Management Review*, Oct, 712-21.
- Podsakoff, N.P, Whiting, S.W, Podstakoff, P.M & Blumer, B.D. (2009). individual and organizational level consequences of organizational citizenship behavior: A meta- Analysis. *Journal of applied Psychology*, Jan 2009, pp 122-141. <http://dx.doi.org/10.1037/a0013079>
- Pareek, U. (1997). Partnership in human Resources Function. *India Journal of Industrial Relations*, p 345-353.
- Prasad, L.M. (2006). *Human Resources Management*, Sultan Cland & Sons New Delhi.
- Rao, T.V. (1985). Integrated human resources Development System. In Goodstein D Leonards and Pfeffer, J, Williams (Eds). The 1985 Annual Conference of developing Human Resources, Son Dieho, CA University Associates, P227.
- Ropo, A. (1993). Towards Strategic human resources management: A pilot Study in Finish Power Industry Company. *Personnel Review*, 22(4): 35-53. <http://dx.doi.org/10.1108/00483489310042680>
- Schuler, R.S. (1992). Strategic Human Resources Management: Linking people with the needs of the business. *Organisational Dynamics*, 21(1): 18-32. [http://dx.doi.org/10.1016/0090-2616\(92\)90083-Y](http://dx.doi.org/10.1016/0090-2616(92)90083-Y)
- Schuler, R.S. et al. (1993). *Effective Personnel Management*: New York West Publishing, P.570.
- Sims, R.S & Sims, S.J. (1995). Changes and challenges for the Human Resources Professional. *Personnel Psychology* 48 (4), 965.
- Snell, S.A. & Dean, J.W. (1992). Integrated Manufacturing and human resources management. A human resources capital perspective. *Academy of management Journal* 35(3):467- 50. <http://dx.doi.org/10.2307/256484>
- Saari, L.M & Evez, M. (2002). Cross cultural diversity and employee altitudes. Paper presented at the 1 ih annual conference of the society for industrial and organizational psychology, Toronto. Canada.
- Spector, P.E. (1997). *Job satisfaction: Application Assessment, causes and consequences*. Sage publications.
- Stone, R.J. (1995). *Human Resource Management*. New York: John Wiley. P415.
- Ulrich, D, Brock Dark, W, Yeung, A.K & Lake, D.G. (1995). Human Resources competences: An empirical assessment. *Human Resources management*, 34(4): 4 73-495.
- Ulrich, D. (1996). *Human Resource Champions*. Boston: Harvard University Press.
- Wagar, T.H. (1998). Determination of human resources management practices in small firms: Some evidence from Atlantic Canada: *Journal of small Business management*. 36(2): 13-23.
- Wright, P.M & MC Malian, G.C. (1992). Theoretical Perspective for strategic human resource management. *Journal of management*, 18(2), 295-320. <http://dx.doi.org/10.1177/014920639201800205>