

HUMAN RESOURCE MANAGEMENT PRACTICES AND ORGANIZATIONAL SURVIVAL OF SELECTED PUBLIC AGENCIES IN RIVERS STATE.

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ABSTRACT

This study focused on human resource management practices and organizational survival of selected public agencies in Rivers State. Aimed at examined the relationship between the two variables. The study adopted cross sectional survey design and used both primary and secondary data. The primary data were collected from directors, and supervisors of the state agencies. Two research questions and hypotheses guided the study. The population of the study was purposive selected 9 agencies with the sharing total copies of questionnaire was 130 and the sample size of 97 respondents using Krejcie and Morgan (1970) table formula for the study. The Instrument used for data collection was a structured questionnaire titled; "Human Resource Management practices and Organizational Survival Questionnaire" (HRMPOSQ). The reliability of the research instrument was obtained using Test-retest method with Cronbach alpha at a 0.70 threshold. The instrument was validated by experts. The data retrieved was analyzed using frequency and mean distributions at the demographic and univariate level, Spearman's rank order Correlation coefficient for the test of bivariate hypotheses at .05 level of significance. Findings revealed that dimensions of human resource management practices correlate with organizational survival of Public agencies in Rivers State. Therefore, the study concluded that human resource management practices enhances organizational survival. Thus, the researcher recommended that Management of public agencies should recognize and allow HRD to carry out their functions, application of strategic human resource management policies, removed conflict of interest and responsibilities amongst the agencies in order to empower the employees for the organizational survival.

Keywords: Human resource management practices, compensation, development, organizational survival.

INTRODUCTION

In recent decades, public agencies have been facing highly uncertain, unstable government regulations and conflict responsibilities caused by leadership selfish interest. Public agencies are having pressing challenges confronting their survival and some agencies are no more in operations in the state. Furthermore, State agencies have experienced unsatisfactory progress resulting to low growth rate in terms of economy, high rate of redundancy particularly among the youths and decline agencies businesses. For which they kept on nose-diving virtually in all issues, over exercising control through many rules and regulations with difficult conditions, dual conflict responsibilities, and other policies with no enough provision for infrastructural facilities that will facilitate business building operations. Giving all these challenges, it is difficult for business of public agencies to respond effectively to their main operational purpose of survival. According to Dan (2012) opined that survival organization can become myopic and disappear if the firm failed to focused on employees needs such as development. Besides, these strategic failure of agencies was directly cause by not paying attention to the staff development and in-turn make way for survival (Dan & Mui 2012). Agencies are faced with increased uncertain and inability to make long-term resilience which has led to their disappearing for some years. Management of public agencies neglected their responsibilities, inviting change conflicts which has evoke emotions like uncertainty and fear, leaving employees to take their frustrations out on each other. Disappearing of agencies have narrowly

attracted the interest of few researchers in the State perspective, and only few state agencies have adopted it and transcend it to their other branches in Rivers State such as Rivers State Internal Revenue Service.

Secondly, having an organization is one thing, but knowing how to keep it going is the real key for surviving. Regardless of its type either private or public sector, there is no substitute for integrated, complying and exempt development of employees for survival. See Sheppard (2005) argued that failure must be attributed to developmental forces; it is misalignment of the organization to its employee development. According to Fritz (2013) employee's runs from one organization to another, irrespective of the size of the organizations, employees needs developmental areas that would enhance their future.

Besides, there are levels of determinant of organizational survival coincide with the factors that affect the survival chances of public agencies. Such as employee compensation, this compensation receives much less attention in the analysis of organizational survival and is one aspects of human resource about which all managers must become knowledgeable. It is believing that a firm's compensation scheme plays a prominent role in development of employees which are central in building a durable advantage. According to Kruse (2002) compensation system is designed quite differently in structures and substituted for political paradigm. Organizational survival then depends on the alignments of various kinds of compensations such as base pay, bonus and benefits, and political circumstances.

Indeed, human resource management practices help streamline the activities of employees geared towards achieving the organizational goals. It is an eye opener for human resource managers in an organization to raise the value of an influential and impactful asset with time by skill acquired, knowledge, abilities and experience of such to determine the kind of business to operate, responsibilities to be carried out, resources to be utilized, and the duty of management. Undoubtedly, Human resources in public/private sectors are not practicing up to the expectation and seem not to be effectively managed; this accounts for failures amongst businesses. The public agencies are not bringing out the tools that will enhance its survival. This kind of addled ability does not foster manager bond with the public agency (Nwimua & Nwoka 2019). However, poor attention has been given to survival ability as many public agencies have come up only to fold up in a short while. Another issue that led to this study is the perceived lack of facts of empirical studies on the relationship between human resource management practices and organizational survival of public agencies in Rivers State.

Conceptual framework

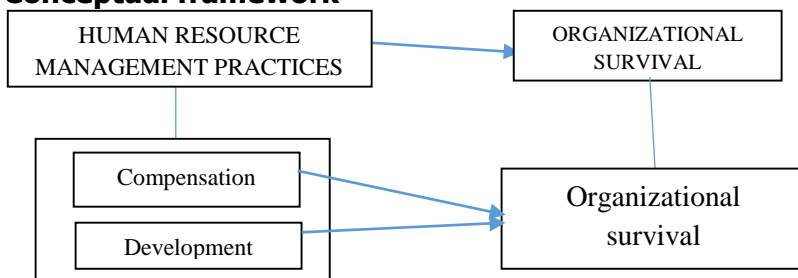


Figure 1.1: Conceptual framework of HRMP and organizational survival

Source: Conceptualized by the researcher 2023.

Aim and Objectives

The main aim of this study was to examine the relationship between human resource management practice and organizational survival of Public agencies in Rivers State. Specific objectives are as follows:

1. To determine the extent to which compensation relation with organizational survival.
2. To examine the extent to which development relation with organizational survival.

Hypotheses of this study

H₀₁: Compensation has no significance relationship with organizational survival of selected public agencies in Rivers State.

H₀₂: Development has no significance relationship with organizational survival of selected public agencies in Rivers State.

Literature Review

HRM Practices

Human resource management practices are composed of the policies and system that influence employee's behavior, attitude and performance (Hollen, et al. 2007). Human resource management practices (HRMP) are the manifestation of adequate implementation of a set practices on employee performance and retention which in turn influence organizational survival (Koys, 2001). HRM practices that consider application of motivation tools and techniques are one of those that play important role in this process/chain that starts in the HR offices and ends with the increased figures on the company's balance sheet and income statement (Karaskakovska, 2011). Nicolescu (2009) stated that human resource management practice is among the fields where managerial practices and theoretical methodological research going through by extensive developments during the last decades.

According to Dressler (2007) HRM practices refers to the policies and practices involved in carryout the human resources aspect of management position including human resource planning, job analysis, recruitment, selection, orientation, compensation, performance appraisal, training and development and labour relations. See Renuks Vembu (2010), Human resource is touted as the most important, influential and impactful asset which involves men and women working for an organization irrespective of the post they occupy or holding in organization. However, it is understood that the most valuable practices of any establishment are its employees, as they play a crucial role in accomplishment of the aims and objectives of a business. However, dimensions of HRM practices are very important to be discussed. For the purpose of this study, we shall consider compensation and development

Compensation

The word "compensation" is an ancillary word of wages and salaries and it has recently initiated. However, wages have now become very significant as a cost factor (Bhattacharyya, 2009). Compensation is the wage received by an employee in returns of their involvement to the organization. According to Milkovitch and Newman (2005) the "Compensation is all forms of financial returns, tangible services and benefits employees receive as part of an employment relationship." The phrase "financial returns" refers to an individual's base salary, as well as short- and long-term incentives. "Tangible services and benefits" are such things as assurance, paid leave and sick days, pension plans, and employee concessions. One of the key dimension of HRM practice of any company to create a hearty competition among the employees in order to attain more efficiently and provide growth opportunities to its employees (Khan et al. 2011).

Development

According to Thomas (2004), development is an idea which is contested both theoretically and politically, and is inherently both composite and vague- meaning of the practice of development

agencies, especially in aiming at reducing poverty and the millennium development goals. Development is basically an economic concept that has positive implications; it involves the application of certain economic and technical measures to utilize available resources to instigate monetary growth and improve people's quality of life. Indeed, the dynamics of long-term transformations of financial prudence and societies has skidded from view and attention was placed on short-term development and re-establishing financial balances (Gore, 2000). Therefore, in public agencies development of employees are very paramount for their survival or been in operations.

Organizational survival

Organizational survival is understood as organizational goals that requires the investment of energy and resources (Jones & Bartlet, 2008). Organization that doesn't have survival as a primary impartial or goal ought to have re-think (Gross, 1968). The goal of organizational survival underpins all other goals (Gross, 1968). Paying attention to this goal funds to the satisfaction and execution of other organizational goals. Gross argued that the concept of survival is an oral law of every firm. It therefore paramount to identify some sure fears to organizational survival confidential to public agencies, the neglect of compensation and development of employees.

Compensation and organizational survival

The structure of compensation is ultimately more important than its level, because it gets to the heart of how employees behave and create value for organization (Edmans, 2012). Compensation is considered an important aspect of human resource management practices. While there is a long history of studying the effects of compensation design on productivity, profitability, and employee behavior (Kruse & Blasi, 1997; Sesil, 2002), there are few research on their impact on organizational survival (Kruse, 2002). An organization's employees provide an important basis for a sustainable competitive advantage and people-based resources or human capital. Such a capital is considered more durable and less susceptible to limitation than other types of assets and hence, contribute to an organization's likelihood of surviving. We believe that compensation as an aspect of HRM Practices is linked to organizational survival and most essentially, a crucial underlying mechanisms that worth understanding that prompt our primary interest on this specific component; compensation and the mechanisms relating it to organizational survival. However, due to the line of sight issue and the potential free rider problem, the granting of compensation to non-management employees is predicted to have an unclear incentive effect (Oyer & Schaefer, 2005).

Development and organizational survival

Survival in public agency business environment need innovation, productive and constant improvement in performance. According to Robbins and Coulter (2007) state that if public agency develops it staff, it will manifest staff self-confidence, consistence increase staff morale and power, risk taking and the more they challenge existing knowledge and bring out new product and services through the knowledge and experience acquired as the fruit from development programmes. Oforegbunam and Okorafor (2010) viewed that the quality of development available for employees in a public agency affect its chance of survival. The more staff is properly developed, the level of innovativeness and creative would be very high. When staff are developed, it motivated them to think outside the box and the prevailing knowledge within the public agency will broaden the solving ability that will prompt to transforming existing knowledge within the agency. This ability in no doubt leads to organizations ability to survive the threats and challenges in the environment. Thus, quality of development does not only emerged staff and make them committed, but it produces new knowledge and when effectively applied it improves the performance of staff for survival.

Theoretical review

Based on the study, the researcher anchored on organizational Embeddedness, classical organizational and leadership development theories.

Organizational Embeddedness theory

Embeddedness is the process by which social relations shape economic action in such ways that some mainstream economic schemes overlook or miss-specify when they assume that social ties affect economic behavior only minimally (Uzzi 2000). That means for organization to survive it rest on team work or networks of the employees. Hager (2004), argue that linkages to the broader environment are essential for organizational survival. Given it fit, organizations that are likely to survive within a given population of organizations will, of important, should concentrate on the population of employees and clients of the organizations, based on this ground the theory of organizational Embeddedness is built. According to Uzzi (2000) organizational Embeddedness is that economic action embedded in social relations which sometimes facilitate or at times derail exchange. That means, the implication of this, is that organizations that are not embedded in their population are vulnerable.

Thus, organizations strive to develop dense webs of exchange, to facilitate with centres of power, and to acquire an aura of inevitability (Hager 2004). According to Azoulay (2000) argues that, Embeddedness facilitates is the transfer of fine-grained information, joint problem-solving agreements, and coordinated adaptation among other factors. Organizational embeddedness theory has implications for understanding the role of social relationships in economic engagements which studies on social capital that enhanced with the application of the Embeddedness perspective.

Classical Organizational Theory

This theory state that effective strategic leadership requires the leader to have a range of behaviors and the wisdom to select the right behavior for the situation. The classical organizational theory brought a deeper understanding on the complex nature of organizations. The proponents of the classical organizational theory identify principles and skills that underlie effective management. It also emphasis on competent people are critical to all organizations as they offer different types of skill, attitudes and behaviors. Sound management falls into certain patterns that can be identified and analyzed (Stoner & James, 1995). This model has practical sense in public agencies that helps to ensure a clear division of labor, hierarchy of authority, a formal selection process free from graft and corrupt manipulation, grooming of career managers who will transform the agency and formal rules regarding the conduct of officials in their lines of duty. A clear and logical application of the classical organizational model is an answer to the non-compliance to set down guidelines on transfers, selection and training of staff.

Empirical Review

There are numerous empirical reviews that was done but to mention but a few. Cheng and Aizzat (2011) conducted a study on Human resource management practices and organizational innovation. The population was 647 manufacturing firms located in six states and the sample size was 171 with regression analysis and the result shown that HRMP (training, performance) has a positive effect on organizational innovation (product, process and administrative innovations). In addition, training and performance are positively related to knowledge management effectiveness. And implications are been provided.

Another study by Seleim et al. (2007) analysed on the relationship between human capital and organizational performance of software companies. They found that the human capital indicators had a positive association on organizational performances. These indicators such as training attended and team-work practices, tended to result in superstar performers where more productivity could be translated to organizational performances.

Ulrich and Brockbank (2005) believe that caring and listening to employees remains a centre piece of human resource work. The scholars such as Dirk Huds (2010), Husain, (2011), Nwankwo, (2000), Wisk Geek (2012), Jim franklin (2010), Holton and Trolt (2005), Susan (2012). Renses Lickert (2005) and more have found that human resource management positivity impacted on

organizational survival while Collins and Clark (2003), Ivancevich (2007), McWilliams, Van Fleet and Wright (2001) , Noe et al (2006) Byars and Rue (2008) and more have found a negative effect.

METHODOLOGY

The choice of the cross-sectional survey design was premised on the features and purpose of the study. The accessible population was (130) copies of questionnaire-comprises of directors and managers of public agencies in Rivers State. Krejcie and Morgan (1970) table was adopted for sample size of 97. The instrument was structured questionnaire on HRM practices and organizational survival. The 5-point Likert scale were adopted in the scaling of the items of the study, such as follows: VH = very high, H = high, M = moderate, L = low, VL = very low. The instrument was validated after given the disparity with retest of the consistency of the instrument and indeed the ascertained results agreed with Nunnally (1970) threshold of 0.70, given its popularity amongst social researchers. Data was analyzed using Spearman's Rank Order Correlation Coefficient (Rho) coupled with Statistical Package for Social Science (SPSS) version 22.

Results and discussion of findings

This research investigates the relationship between HRM practices and organizational survival of public agencies in Rivers State. See the following data presentation and discussion.

Table for Questionnaire distribution and retrieval rate

S/N	Public Agencies	Distributed	Retrieved	Used
1	Rivers State Bureau on Public Procurement	16	12	12
2	Road Maintenance and Rehabilitation Agency	16	12	12
3	Road Traffic Management Authority	16	12	12
4	Rivers State Sustainable Development Agency	9	6	6
5	Greater Port Harcourt City Development Authority	13	9	9
6	Housing and Property Development Authority	14	11	11
7	Rivers State Waste Management Authority	16	12	12
8	Rivers State Tourism Development Agency	14	11	11
9	Rivers State Internal Revenue Service	16	12	12
	Total	130	97	97

Source: Research survey, 2023

The result presented in table 4.1 illustrates that the highest non-retrieval rate was recorded with amongst 6 agencies; however, the proportion retrieved was considered as being substantial for those agencies. Subsequently, the analysis utilized 97 copies as the representative sample size in the analysis of the study.

Table for Reliability result

Variable	Dimensions/Measures	Items	Alpha Coif.
Human Resource Management	Compensation	6	.713
Practices	Development	6	.708
Organizational Survival		6	.771

Source: Research survey, 2023

The results for the reliability of the instruments of the study are presented in table 4.2. A total of eighteen (18) instruments were tested in line with the dimensions of human resource management practices (compensation and development) on organizational survival result from the tests reveal all instruments to be reliable with the outcome indicating that the instrument on survival has the highest alpha coefficient while that of development has the lowest alpha coefficient. Nonetheless, all

instruments attained the benchmark of 0.70 as specified for the assessment of internal reliability by the study.

Demographic section

This section of the study presents data results on the analysis for the demographic variables. The tools adopted in analysis in this section are the frequency and simple percentage statistical tools. Results are illustrated using a contingency table and bar chart distributions for the items.

Table for Demographic result

		Frequency	Percent
Gender	Male	76	78.4
	Female	21	21.6
	Total	97	100.0
Age	20 - 35 years	42	43.3
	36 -50 years	25	25.8
	Above 50 years	30	30.9
	Total	97	100.0
Qualification	BSc/BTech/BEng	45	46.4
	MSc/MBA	49	50.5
	PhD	3	3.1
	Total	97	100.0
Experience	11 - 20 years	75	77.3
	21 - 30 years	22	22.7
	Total	97	100.0

Source: Research survey, 2023

The distribution of the data for the demographic variables is illustrated in table. Four demographic items are addressed in this study as depicted in the table. The distributions for each are examined accordingly.

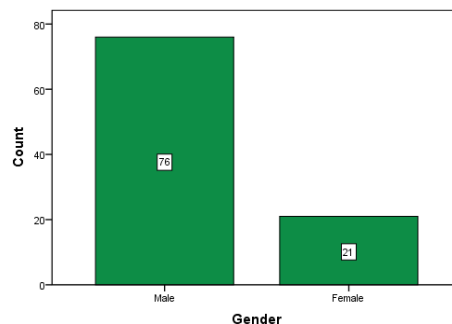


Figure 4.1: Bar chart for gender distribution

The distribution for gender as shown in figure 4.1 indicates that most of the participants for the study are male. The results indicate that at a frequency of 76 the male populace dominate the female which have a frequency of 21. This suggests a highly unequal distribution between both gender groups as manifested in the target organizations.

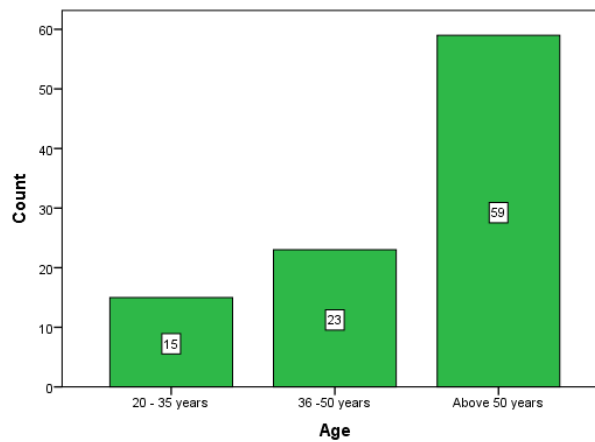


Figure 4.2: Bar chart distribution for age of respondents

The distribution for the participants' ages as depicted in table 4.2 indicates that majority of the participants are above 50 years old with a frequency of 30. This next category is that of participants aged between 36 – 50 years with a frequency percentage of 25 the least category is for participants aged between 20 – 35 years of age with a frequency of 42.

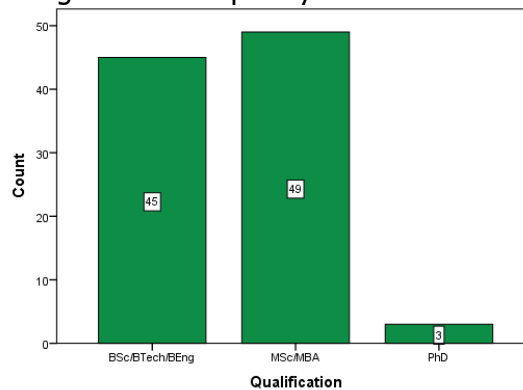


Figure 4.3: Bar chart distribution for qualification of respondents

The result for the distribution of the participants based on their qualification is presented in figure 4.3. The results show that with regards to the highest degrees earned by participants, the distribution indicates that majority of the participants have attained qualifications up to MSc/MBA with a frequency of 49; this is followed by the frequency for those who have earned their Bachelor's degrees with a frequency percentage of 45; while the least is the frequency for those with PhD qualifications at 3.

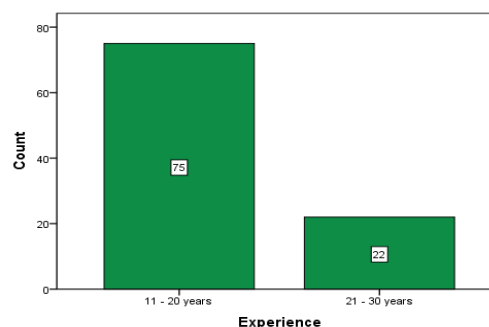


Figure 4.4: Bar chart distribution for experience of respondents

The result for the distribution according to the work experience of the respondents. The results indicate that most of the participants have work experiences ranging between 11 – 20 years with a frequency of 75. While the least frequency is for those with work experience ranging between 21 – 30 years, with a frequency of 22.

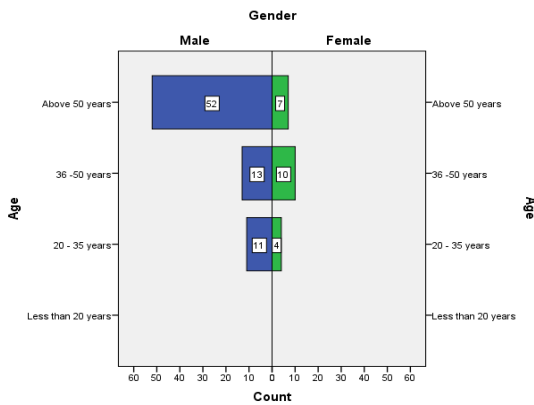


Figure 4.5: Pyramid distribution gender and age of participants

Figure 4.5 above illustrates the pyramid distribution for the gender and age of the participants of the study. The result shows that all demographic age categories for the age distribution of respondents (20 – 35 years; 36 – 50 years; and above 50 years) are significantly dominated by the male participants of the study. This detail implies that for all age distributions, the male respondents are the most dominant within the organizations captured in this study.

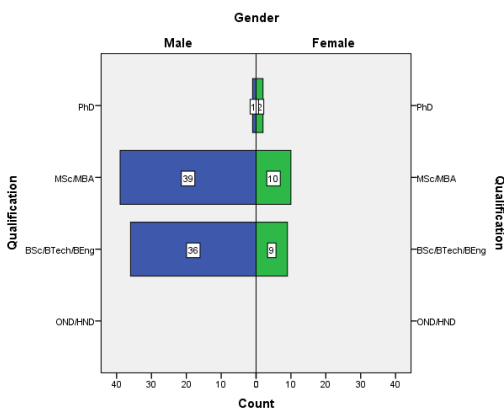


Figure 4.6: Pyramid distribution gender and qualification of participants

The distribution for the participants based on their gender and qualification as depicted in figure 4.6 illustrates that although male participants dominate for most demographic categories, majority of the participants who are holders of PhD degree are female. The result shows that for all other categories (Masters and first degree) the male category higher in frequency.

Bivariate Data Analysis

Table for Compensation and Organizational survival (Test for H₀₁)

			Compensation	Organizational survival
Spearman's rho	Compensation	Correlation Coefficient	1.000	.845**
		Sig. (2-tailed)	.	.000
		N	97	97
	Organizational survival	Correlation Coefficient	.845**	1.000
		Sig. (2-tailed)	.000	.
		N	97	97

** . Correlation is significant at the 0.01 level (2-tailed).

SPSS output, Version 22 – Field Survey, 2023

The result for the hypotheses on the effect of development on organizational survival is shown in table above. The result shows that development has a significant and positive relationship with organizational survival ($\rho = 0.845$). The result indicates that development impacts positively on the survival of the organization (where $P < 0.05$); it does contribute significantly to the organizations survival. The result from the analysis shows that the effect of development on the organizational survival is also high where adopted significance is 0.05 and where significance is at 0.01.

The extent to which development impacts on organizational survival indicates that when such practices which reflect development remain evident within the organization, it enhances survival. Based on this result, the hypothesis addressing the relationship between development and organizational survival is rejected given the significance ($p < 0.05$) in an instance. And accept the alternative hypothesis: compensation has a significance relationship with organizational survival of public agencies in Rivers State.

Table for Development and Organizational survival (Test for H_{02})

		Development	Organizational survival	
Spearman's rho	Development	Correlation Coefficient	1.000	
		Sig. (2-tailed)	.822**	
	Organizational survival	N	.	.000
		Correlation Coefficient	97	97
		Sig. (2-tailed)	.822**	1.000
		N	.000	.
		97	97	

** . Correlation is significant at the 0.01 level (2-tailed).

SPSS output, Version 22 – Field Survey, 2023

The result for the hypothesis on the effect of development on organizational survival is shown in table above. The result shows that development has a significant and positive relationship with survival ($\rho = 0.822$). The result indicates that development impacts positively on the survival of the organization (where $P < 0.05$); it does contribute significantly to the organizations survival. The result from the analysis shows that the effect of development on organizational survival is also high where adopted significance is 0.05 and where significance is at 0.01.

The extent to which development impacts on organizational survival indicates that when such practices which reflect development exist evidently within the organization, it enhances survival. Based on this result, the hypothesis addressing the relationship between development and organizational survival rejected given the significance ($p < 0.05$) in an instance. And accept the alternative hypothesis: development has a significance relationship with organizational survival of public agencies in Rivers State.

Discussion of Findings

The growing mismanagement and poor treatment of workers has increased their tendency to leave their organizations for others, whom they believe offer more stable or substantial compensation packages, invariably leading to the poor mortality rates of most organizations Earlier studies (Cole, 1993; Agulanna & Madu, 2003) affirm to the significance of factors such as compensation, and development in the enhancing organizational survival. This research finding has it that, public agencies can improve their organisational survival through increased human resource management practices which are reflected through the use of compensation systems that recognizes and rewards performance. Compensation polices, structures and procedures should be able to bring out the best in employees and motivate underperforming employees to improve performance. Compensation

structures should also incorporate non-financial benefits that provide intrinsic and extrinsic motivation.

In addition, the significant correlation between development and organisational survival in this study revealed that employee development opening up the doors for employee's free contribution of knowledge and efforts at enhancing productivity; it also eggs on employees to take a longer-term perspective on their jobs and organisational wellbeing or survival. This study also held that engaging in employee development over a long period of time yields innovativeness, adaptability and resilience all of which improve organisational survival.

Finally, the summary for the findings based on the results derived from analysis on the distribution as well as the relationship between the study variables (human resource management practices and organizational survival) is presented as follows:

- i. The public agencies in Rivers State exhibit practices and features of human resource management and organizational survival.
- ii. Compensation has a significant and positive effect on organizational survival of public agencies in Rivers State
- iii. Development contributes significantly and positively towards the organizational survival of public agencies in Rivers State.

CONCLUSION

The proper management of human resource practices have enormous impact on organisational survival. The principal officers and heads of examined agencies should incorporate HRM thinking into business activities and functions and make the HR function "strategically proactive". The effective management of the human resource practices of these agencies will create and sustain outcomes which necessitate their survival. It is also imperative for the public agencies to ensure that their HRM practices are effectively institutionalized and supported by adequate policies and cultural frameworks.

RECOMMENDATIONS

The following recommendations are premised on the conclusions of the study, and as such are structured to address the adoption of human resource management practices best suited for addressing the survival of the public agencies.

1. Compensation and reward systems in today's changing labour market requires that public agencies to look at the key drivers that are important to it and its employees. Its compensation systems should therefore identify with both internal employee contributions and external indexes.
2. Employee development should be seen not only as the thread that ties together all human resource practices, but also as the instrument for establishing and signaling when and how work practices should change. In other words, employees of public agencies in Rivers State should take on the role of organizational change agents.
3. Public agencies should strategize and come up with ways of tackling the various challenges confronting its human resources management practices in order to achieve set objectives and ensure survival.
4. Adequate planning should be carried out in terms of hiring, firing and handling other welfare issues relating to staff which often are referred as life-wire of the organization; hence this will ensure the organizational survival.

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