

**EMPLOYEE MANAGEMENT TECHNIQUES AND CORPORATE EFFECTIVENESS OF
IGNATIUS AJURU UNIVERSITY OF EDUCATION, RUMUOLUMENI, PORT HARCOURT,
RIVERS STATE.**

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ABSTRACT

The study examined the relationship between employee management techniques and corporate effectiveness in Ignatius Ajuru University of Education, Rumuolumeni, Port Harcourt, Rivers State. Six Research questions and Six Hypotheses guided the study. The study population was 36 and the sample size 36 through the use of purposive sampling technique. Structured questionnaire was used. Structured questionnaire was used for the data collection. Reliability of the instrument was obtained using Test-retest method with Cronbach alpha at a 0.70 threshold. The instrument was validated by experts. Data retrieved was analysed through the statistical tools and for the test of bivariate hypotheses at 0.05 level of significance. The results shown that the institute was well mindful of managing their employees. Hence the study concluded that goal setting, performance evaluation and development play essential roles in enhances financial stability and operational efficiency. Thus, the study recommended that the institution should identifies and implement the appropriate HRM practices that would enhance their survival.

Keywords: Employee Management Techniques, Goal setting, Performance evaluation, employee development, Corporate Effectiveness, Financial Stability and Operational Efficiency.

Background of the Study

Universities some time ago were able to achieve its goal and objectives, finding it easier to utilize its strength to critically evaluate and improve organisational activities. The Universities expresses the degree to which firms achieve the goal they have decided upon in term of financial stability and operational efficiency, employee satisfaction was derived, communication was valued and flowing in the system, goal setting was clear and sample, accurate instrument was used for evaluation, including the development of its core asset-the employees. See Robots (2020), corporate effectiveness is a notion that measures how thoroughly and efficiently a university achieves its business goals. An effective University runs like a well-designed and well-oiled machine. Its moving parts function smoothly to produce the results the business set out to achieve (financial stability and operational efficiency), with minimal wasted resources or time. According to Tamplin (2023), financial stability is the ability to maintain a steady income while avoiding debt. Chia-Yen and Andrew (2012) viewed operational efficiency as the ability to deliver products and services cost effectively without sacrificing quality. Corporate effectiveness refers to how a university has achieved full self-awareness due in part to: Leaders setting well-defined goals for employees and outlining ways to efficiently execute those goals; Management implementing clear decision-making processes and communication pipelines; engage employees who are carefully selected and fairly compensated with producing work that prioritizes results. Furthermore, it is a fact that performance constantly improves when the leadership system is at its best. The function of leadership includes defining the future, setting direction, becoming organized, creating strategies, implementing them effectively, clarity in directions, clear communication, alignment of goals, developing talent, building accountability, allocating resources and delivering results.

Achieving the desirable results, there is need for the university to adopt adequate employee management techniques such as communication, goal setting, performance evaluation, development, recognition and rewards. However what are employee management techniques - employee management techniques is an important part of human resource management that involves supervising, guiding, and improving employees' performance over time. Employee management involves areas such as recruitment, development, measurement and rewarding/discipline (Mark 2020). But for the purpose of this study, we consider clear goal setting, performance evaluation and development. Based on these brief views, the study set out to investigate employee management techniques and corporate effectiveness of State owed university particularly Ignatius Ajuru University of Education in Rivers State.

Statement of the Problem

Universities failed based on their inability to effectively use employees, process and technology to deliver value. Big universities are complex systems where improvement in one area can easily come at the cost of achievement in another area. There appear to be financial instability and operational inefficiency caused by neglect attention on goal setting, performance evaluation and employee development. Co-management tends to focus more on the technical, to the neglect of the employee management techniques. Measurement needs to be wide-reaching, detailed and objective. This situation only changed with the presence of management behavior that focuses on setting clear goals, performance evaluation and employee development. The negative manifestation of the neglect as resulted in unethical practices that lead to poor asset quality, faulty recruitment, low customer rates, financial instability and operational inefficiency. Despite scholar's publications on the variables, little empirical evidence exists. To close this gap, this paper examines the relationship between employee management techniques and corporate effectiveness in Igantius Ajuru University of Education, Rivers State.

Conceptual Framework

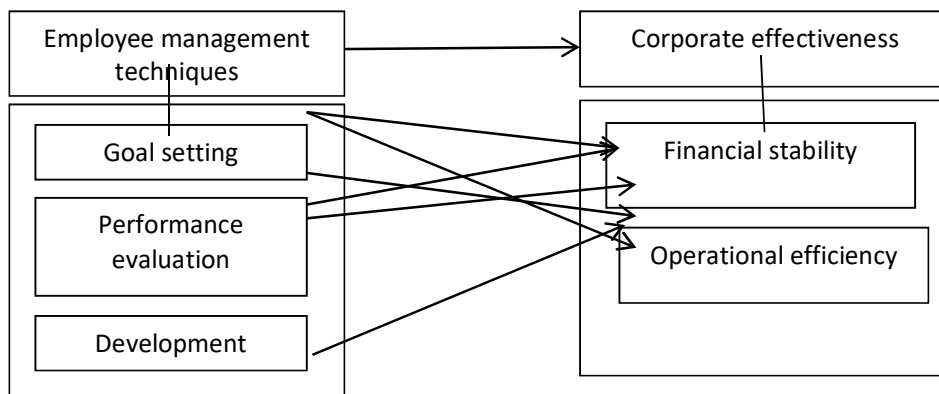


Figure 1.1: Conceptual framework on employee management techniques and Corporate efficiency

Aim and Objectives of the Study

The main aim of this research was to determine the relationship between the two variables. Therefore, the following are the specific objectives:

1. To determine the relationship level of goal setting and financial stability of Ignatius Ajuru University of Education in Rivers State.
2. To examine the relationship level of goal setting and operational efficiency of Ignatius Ajuru University of Education in Rivers State.

3. To determine the relationship level of performance evaluation and financial stability of Ignatius Ajuru University of Education in Rivers State.
4. To evaluate the relationship level of performance evaluation and financial stability of Ignatius Ajuru University of Education in Rivers State.
5. To examine the relationship level of employee development and financial stability of Ignatius Ajuru University of Education in Rivers State.
6. To determine the relationship level of employee development and financial stability of Ignatius Ajuru University of Education in Rivers State.

Research Questions

The following research questions were raised to guide the study:

- i. What extent does goal setting relate with financial stability in Ignatius Ajuru University of Education in Rivers State?
- ii. What extent does goal setting relate with operational efficiency in Ignatius Ajuru University of Education in Rivers State?
- iii. What extent does performance evaluation relate with financial stability in Ignatius Ajuru University of Education in Rivers State?
- iv. What extent does performance evaluation relate with operational efficiency in Ignatius Ajuru University of Education in Rivers State?
- v. What extent does development relate with financial stability in Ignatius Ajuru University of Education in Rivers State?
- vi. What extent does development relate with operational efficiency in Ignatius Ajuru University of Education in Rivers State?

Research Hypotheses

Based on the objectives and research questions, the following hypotheses were developed.

Ho₁: There is no significant relationship between goal setting and financial stability in Ignatius Ajuru University of Education in Rivers State.

Ho₂: There is no significant relationship between goal setting and operational efficiency in Ignatius Ajuru University of Education in Rivers State.

Ho₃: There is no significant relationship between performance evaluation and financial stability in Ignatius Ajuru University of Education in Rivers State.

Ho₄: There is no significant relationship between performance evaluation and operational efficiency in Ignatius Ajuru University of Education in Rivers State.

Ho₅: There is no significant relationship between development and financial stability in Ignatius Ajuru University of Education in Rivers State.

Ho₆: There is no significant relationship between development and operational efficiency in Ignatius Ajuru University of Education in Rivers State.

Conceptual Review

Concept of Employee Management Techniques

Definitions of this concept cannot be over emphasized. But few would be reviewed. According to Bamboo (2023), Employee management techniques are the effort of management to help employees do their best work each day in order to achieve the larger goals of the university. Furthermore, personnel management techniques are an expansion of general management practice which aims at maintaining the human relations, group building, human welfare and development of employees working in university. The concept was initiated first in industries where the individuals' welfare and interest received maximum importance for the advance of the organization. Employee

management techniques in an organization are the main supporting structure through which the organization achieves its goals to the maximum extent. Unless and until this 'management' has well defined objectives and responsibilities, it does not serve the purpose of its existence. Its representatives or department should be sound enough to fulfill its duties. The staffs' interests, high morale, efficiency at work, effective human relations, team spirit, development, performance evaluation, less absenteeism, goal setting, etc. are the signs of having a sound employee management techniques in the organization for successful business (Judia, 2023). Furthermore, employee management techniques refer to university support to help employee meet the firm goals for which they are responsible. See Mathis and Jackson (2003), they are of the view that employee management is the approach of recognized organisms in an organization to ensure effective and efficient use of human talent to accomplish managerial goals. Byars and Rue (2006), view that employee management techniques are activities planned to provide for and coordinate the human resource of the university. Indeed, employee management techniques are seen for better results with a co-operation and collaboration of employee (management and staff). But for the purpose of this study, we shall discuss on the dimensions of employee management techniques that can be adopted. Let talk about the dimensions.

Dimensions of Employee Management Techniques

The following are the dimensions of employee management techniques:

Goal setting

According to Latham and Locke (2007), view goal setting as a regulations of behavior that leads to high performance. Besides, goal when is specific and clear in the workplace make the employee understand the goal in the same ways the management do, they would be committed to the goal and to supersede trait influences. Goal-setting is like a map, the big-picture goal is the destination, and goals should be straightforward and emphasize what you want to happen (Van-Blerkom, 2009). Furthermore, goal-setting will give employee direction and help with your motivation, as well as increasing your satisfaction and self-confidence in your performance. In the university goals should be specific enough that employee can be measured. See Grant (2012), is of the opinion that goal setting involves the development of an action plan designed in order to motivate and guide an employee toward a goal. Goals are more deliberate than desires and momentary intentions. Therefore, setting goal means that employees have committed thought, emotion, and behavior towards attaining the goal.

Performance evaluation

According to Adi (2018), performance evaluation is defined as a formal and productive procedure to measure an employee's work and results based on their job responsibilities. Snell and Bohlander (2004) see performance evaluation as a process, typically performed annually by a supervisor for a subordinate, designed to help employees understand their roles, objectives, expectations, and performance success. It is used to gauge the amount of value added by an employee in terms of increased business revenue compared to business standards and general employee return on organization. Effective use of performance-evaluation systems includes the selection of the best evaluation method(s) and effective delivery. The outcomes of performance evaluation can include employee raises or promotions, as well as employee improvement through identifying weaknesses. Evaluating an individual's performance is the process of assessing an employee's job performance and productivity in light of organizational goals with the object of improving achievement of these goals (Adi, 2023). Management should evaluate his/her team member regularly and not just once a year. This way, the team can avert new and unexpected problems with constant work being done to improve competence and efficiency.

Employee Development

Employee development means to develop the abilities of an individual employee and organization as a whole so; hence employee development consists of individual or employee and overall growth of the employee as when employees of the university would develop the institution, corporate effectiveness would be more flourished and the employee performance would increase (Elena, 2000). Therefore, there is a direct relationship between Employee Development and corporate effectiveness. As when employees would be more developed, they would be more satisfied with the job, more committed with the job and the effectiveness would be increased. When employees are developed would lead to the organization effectiveness (Champathes, 2006). When organizations are contributing towards the employee development activities, the employees work hard; utilize their full skills and efforts to achieve the goals of the institute.

Concept of Corporate Effectiveness

Corporate effectiveness refers to the achievement of overall organizational goals (Milkovich et al, 2004). This corporate effectiveness is the key area of the firm structure, process and outcomes. Therefore, the researcher is of the opinion that effectiveness is the condition for the university anchored specifically to the desired ends to be attained. According to Francis (2015), effectiveness refers to boosting of profits by providing an efficient service that leads to high productivity and good employee morale. Several variables such as quality, productivity, efficiency, profit, turnover, accidents, morale, motivation and satisfaction, which help in measuring organizational effectiveness. For the purpose of this study we consider financial stability and operational efficiency as measures of corporate effectiveness.

Financial Stability

Financial stability is a huge issue for many people. In recent years, the economy has been through some difficult times and as a result, families have struggled to keep their heads above water financially. Financial stability is defined as the ability to maintain a steady income while avoiding debt (Tamplin, 2023). It may also involve both management of recurring household expenses and ensuring that there is adequate insurance against financial disruptions. Financial stability allows management to make reasonable plans for future expenses, save money for retirement or major purchases, invest in other things (such as education), and meet emergency expenses without incurring debt. According to Garry (2004), financial stability is the improvements in the ability of finance to facilitate rather than hinder economic processes including providing greater financial stability—is welfare improving in terms of enhancing the efficiency of resource allocation (and pricing), especially inter-temporally. Some points along the continuum of financial stability are more welfare-improving (and efficiency-enhancing) than others, and some points along the continuum of instability are to be avoided, seemingly at all costs.

Operational Efficiency

According to Andrew and Chia-Yen (2012), opined that operational efficiency is the ability to deliver products and services cost effectively without sacrificing quality. Operational efficiency is the ratio of actual throughput compared to best observed throughput. Operational efficiency reflects the conversion rate by which outputs are produced from a given set of inputs (Lee & Johnson, 2014). It focuses on the utilization (rather than the acquisition) of resources (Zhou et al., 2017). According to Lee and Johnson (2012), operational efficiency is basically delivering quality but cost effective goods and/or services to the firm's customer.

Theoretical Review

For this purpose of this research, we consider management theory, developed by Stoner (1978). According to Stoner (1978), any manager who wants to remain relevant in management practice must be up-to-date on existing management theories. Theory and practice are inseparable

(McGregor, 1987). Management theory is therefore not only related to management practice but also benefits as practice of management are further developed. The attempt to summarise management into theories, principles and concepts is to aid organisational effectiveness (Lawal, 2012). Like all useful theories, according to Lawal (2012), management theory is not an end in itself but should rather serve as a means of improving managerial efficiency. In order to help recognize main trends in the development of management theory, it is typical to classify the work of scholars and writers into various approaches, based on their observation of organisations, their structure and management (Mullins, 2011).

Implications of Management Theory

Applying this theory the implication of management theory to this day's organizational function is to improve quality of productivity, better working environment and decrease loss. The means may vary from era to another era but at the long run its goal is similar. Established Era it focuses on the efficiency of the work process. It has three schools of thinking: Scientific management, which looks at 'the best way' to do a job; Bureaucratic management, which focuses on rules and procedures, hierarchy and clear division of labor; and Administrative management, which emphasizes the flow of information within the organization. Developing a spirit of cooperation between workers and management to ensure that work is carried out in accordance with devised techniques. Finally a well-define pyramid. All positions within an organization are structured in a way that permits the higher positions to supervise and control the lower positions. This chain of command facilitates the control and order throughout the organization. This means that management that are concern of setting clear goal and evaluate the employees to know the areas of development for the effectiveness of the university.

Empirical Reviews

In holistic view, several empirical studies were reviews but few are stated here.

Randall and Susan (2014) studied on human resource management and organizational effectiveness: Yesterday and Today. The purpose of the paper is to describe how the understanding of the relationship between human resource management (HRM) and organizational effectiveness (OE) has evolved during the past three decades and to provide examples how firms are using HRM to improve their OE today by addressing several challenges that result from a broader stakeholder model. This paper reviews the past and current work on the relationship between HRM and OE. Findings – This findings indicate that the relationship between HRM and OE is very different when comparing the past with the current work on the relationship between HRM and OE. A major reason for this is the current work on OE uses the multiple stakeholder models that accounts for many more stakeholders than the past work.

Victor and Ezeogu (2022) studied on performance appraisal and organizational effectiveness. The paper examined the relationship between performance appraisal system and organizational effectiveness. The objective of the study was to ascertain how dimensions of performance appraisal system such as management by objective and behaviourally anchored rating scale enhance organizational effectiveness via internal process approach and strategic constituencies approach. The method involved in the study was the use of extant literature on the subject matter and qualitative content analysis. The study established that performance appraisal system enhance the organizational effectiveness. The study concluded that the concept of performance appraisal system as used in this work can help management of organizations better understand how to deal with performance issues among individual and group setting, thus enhancing firm effectiveness while conducting business. The paper recommends that management of organizations should create an enabling environment were opportunities for self-appraisal or self-evaluation. We also recommend that further research conducted to gain more insight on organizational effectiveness approaches, because it is a large concept.

METHODOLOGY

The study adopted descriptive research survey design. The population was **36** from the Ignatius Ajuru University of Education. The study adopted purposive sample technique of 36 respondents (30 Heads of Department and 6 Deans). Structured questionnaire was used after thorough validation. With 4 Likert scale rating from Strongly Agrees to Strongly Disagree.

Field results and discussion of findings

Table 1: Distribution of Questionnaire

| | |
|--|------|
| Questionnaire Administered | 36 |
| Properly completed and returned of questionnaire | 36 |
| Percentage of returned | 100% |

Source: Field Desk

The table 1 above shown the total number of questionnaire administered and it happens that the total number administered was small based on the number of faculties, departments and the number Deans involves. Hence the acceptance of the 36 copies of questionnaire administered.

Below also is the test of the hypotheses stated above with a given summary of Spearman Rank Order Correlation Coefficient Statistical tool used.

Table 2: Test of relationship between goal setting for financial stability and operational efficiency

| | | Goal setting | Financial stability | Operational efficiency |
|------------------------|-------------------------|-----------------|---------------------|------------------------|
| Goal Setting | Correlation Coefficient | 1.000 | .635** | .578* |
| | Sig. (2-tailed) | . | .000 | .000 |
| | N | 36 | 36 | 36 |
| Financial stability | Correlation Coefficient | .635** | 1.000 | .701** |
| | Sig. (2-tailed) | .000 | . | .000 |
| | N | 36 | 36 | 36 |
| Operational efficiency | Correlation Coefficient | .578* | .701** | 1.000 |
| | Sig. (2-tailed) | .000 | .000 | . |
| | N | 36 | 36 | 36 |
| Spearman's rho | | Sig. (2-tailed) | .000 | .000 |
| | | N | 36 | 36 |

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

Source: SPSS output version 22.

The above table 2 of Spearman rank order correlation coefficient shows the relationship between goal setting and measures of corporate effectiveness (financial stability and operational efficiency). Results shown that very strong positive correlation value between goal setting and financial stability ($\rho = .635^{**}$, $n = 36$, $p < 0.01$), and also strong positive correlation value reported between goal setting and operational efficiency ($\rho = .578^*$, $n = 36$, $p < 0.01$). Result from this analysis shown that goal setting has greater influences on both financial stability and operational efficiency of the institution. The strength of the relationship and direction of the effect between the variables indicates that clear goal setting leads to better employee understanding of the institution. With better understanding of the goal setting in terms of good attention to their clients in turns the number of student would increase. Based on this result, all null hypotheses are rejected.

Table 3: Test of relationship between performance evaluation for financial stability and operational efficiency

| | | Performance evaluation | Financial stability | Operational efficiency |
|------------------------|-------------------------|------------------------|---------------------|------------------------|
| Performance evaluation | Correlation Coefficient | 1.000 | .709** | .724* |
| | Sig. (2-tailed) | . | .000 | .000 |
| | N | 36 | 36 | 36 |
| Financial stability | Correlation Coefficient | .709** | 1.000 | .712** |
| | Sig. (2-tailed) | .000 | . | .000 |
| | N | 36 | 36 | 36 |
| Operational efficiency | Correlation Coefficient | .724* | .712** | 1.000 |
| | Sig. (2-tailed) | .000 | .000 | . |
| | N | 36 | 36 | 36 |
| | | Sig. (2-tailed) | .000 | .000 |
| | | N | 36 | 36 |

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

Source: SPSS output version 22.

The above table 3 of Spearman rank order correlation coefficient shows the relationship between performance evaluation and measures of corporate effectiveness (financial stability and operational efficiency). Results shown that there is strong positive correlation value between performance evaluation and financial stability ($\rho = .709^{**}$, $n = 36$, $p < 0.01$), and very strong positive correlation value reported between performance evaluation and operational efficiency ($\rho = .724^{*}$, $n = 36$, $p < 0.01$). Result from this analysis shown that goal setting has greater influences on both financial stability and operational efficiency of the institution. The strength of the relationship and direction of the effect between the variables indicates that adequate appraising of employee leads to maximization of clients of the institution. With better feedback of the performance evaluation to their clients would motivate them to put in their best and the output would manifest on financial stability and operational efficiency. Based on this result, all null hypotheses are rejected.

Table 4: Test of relationship between development for financial stability and operational efficiency

| | | Development | Financial stability | Operational efficiency |
|------------------------|-------------------------|-----------------|---------------------|------------------------|
| Development | Correlation Coefficient | 1.000 | .731** | .692* |
| | Sig. (2-tailed) | . | .000 | .000 |
| | N | 36 | 36 | 36 |
| Financial stability | Correlation Coefficient | .731** | 1.000 | .749** |
| | Sig. (2-tailed) | .000 | . | .000 |
| | N | 36 | 36 | 36 |
| Operational efficiency | Correlation Coefficient | .692* | .749** | 1.000 |
| | Sig. (2-tailed) | .000 | .000 | . |
| | N | 36 | 36 | 36 |
| | | Sig. (2-tailed) | .000 | .000 |

| | | | |
|---|----|----|----|
| N | 36 | 36 | 36 |
|---|----|----|----|

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

Source: SPSS output version 22.

The above table 4 of Spearman rank order correlation coefficient shows the relationship between development and measures of corporate effectiveness (financial stability and operational efficiency). Results shown that very strong positive correlation value between development and financial stability ($\rho = .731^{**}$, $n = 36$, $p < 0.01$), and also strong positive correlation value reported between development and operational efficiency ($\rho = .692^{**}$, $n = 36$, $p < 0.01$). Result from this analysis shown that development of employee has greater influences on both financial stability and operational efficiency of the institution. The strength of the relationship and direction of the effect between the variables indicates that adequate development of employee would enhance their abilities, skills and understanding of attending to the institution's client which would leads to getting the work done in time and increase the finances. Based on this result, all null hypotheses are rejected.

Discussion of findings

The finding revealed that goal setting has significant influences on financial stability and operational efficiency. Clear goal setting helps financial health. Also, Goal setting helps to overcome inefficient processes by first considering business performance in accounting, bookkeeping, and financial management. Goal setting help guide business financial stability to becoming debt-free, creating emergency cash reserves and improving collections. Finally, goal setting boosts asset capability; convey quality goods and services to clients. Corporate operational efficiency depends on components like skillful and legitimate innovation to scale of the institution business. This agree with Nevine et al. (2019).

Secondly, the finding revealed that performance evaluation has significant influences on financial stability and operational efficiency. The result suggests constancy evaluation can deal with uncertainty and used in future works. Businesses can opt-in standard or adapted conceptual frameworks for disclosure and decision-making purposes when evaluating their sustainability performance. Performance measurement information for feedback and feed-forward control influences the extent to which the institution is able to exploit and identify its strategic capabilities on financial stability and operational efficiency. The findings agree with Akinyele and Obamiro (2005).

Thirdly, the finding revealed that development has significant influences on financial stability and operational efficiency. The policy instruments that can be used to safeguard financial stability and operational efficiency specifically have to do with development of employee such as protecting the interests of the institution, fostering price stability and promoting a swift settlement of operational efficiency. The findings agree with Amin and Shila (2015).

CONCLUSIONS

This study was conducted to understand the relationship between employee management techniques and corporate effectiveness. The success of this service depends primarily on the quality of its employees. The effective implementation of goal setting, performance evaluation and development for the employees will enhance corporate effectiveness. But, there is a huge gap in empirical studies on employee management techniques and corporate effectiveness. Therefore, this study sought to investigate the relationship between employee management techniques constructs i.e. (goal setting, performance evaluation and development) and the enhancement of corporate effectiveness. The results are verified hypothesis H1 to H6 by showing that there is a significant and positive relationship between employee management techniques constructs i.e. (training and

development, organizational development, and career development) and measures of corporate effectiveness (financial stability and operational efficiency). Therefore, our result has validated the assumptions provided that goal setting, performance evaluation and development enhance financial stability and operational efficiency.

RECOMMENDATIONS

Based on the conclusion above, the following recommendations are hereby made:

1. Management should regularly communicate goals, expectations, and provide feedback to employees.
2. Management of the institution should trust and empower employees to make decisions and take ownership of their work.
3. Management should set clear and measurable goals for employees at both the individual and team levels.
4. Management of institution should invest in the professional development of your employees. Offer training programs, workshops, and opportunities for skill enhancement. Encourage employees to take on new challenges and provide mentorship or coaching to support their growth.
5. The management of institution should recognize and appreciate employees for their hard work and contributions. Also implement a system that acknowledges achievements, whether through monetary rewards, public recognition, or other forms of appreciation
6. Management of the institution should foster a collaborative and inclusive work environment where employees feel valued and respected.
7. Management should encourage employees to provide suggestions for improvement and implement changes that promote efficiency and effectiveness.

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