

AN EXAMINATION OF HUMAN RESOURCE PRACTICES AS A STRATEGIC SUCCESS FACTOR FOR MULTINATIONALS

Njoku, Charity Chinasa

Faculty of Management Science, Department of Office and Information Management,
Ignatius Ajuru University of Education, Rumuolumeni, Port Harcourt, Rivers State,
Nigeria

ABSTRACT

This study examined the human resource practices as a strategic success factor for multinational. It revealed among other practices of human resource managers in multinational such as organizational staffing, how it leads to hiring the right people to achieve multinational success and recruiting qualified applicants, how it leads to selection of employees that produces quality products/services to achieve multinational success. The study shows that Human Resource Managers are personnel embedded with series of activities in which the job, the individual and the organization are under their control to achieve multinational success. and that most critical practices of human resource managers are recruiting applicant that are qualified to bridge the gap of low products and services which result to poor outcome in the organization which is in fact a part of management functions of hiring and playing an important role in the process of implementation of established multinational organization strategies through personnel. The study ascertains that in recruitment exercise, the applicant's requirements and qualifications has to be collected, determined and assessed, these practices have to be followed by multinational organizations regulations to get the right persons with the right abilities and skills at the right job so that the person can increase the productivity of the organization. Since poor recruitment decision can cause negative effects in long-term resulting in lowering staff moral, degradation in products and services quality and failing to achieve multinational success, thereby becoming poorer in its competitive edge and losing its market share. The study also contained that the concept of success covers both what has been achieved and how it has been achieved. Multinational success is measured through key success indicators which are usually to do with financial result or productivity. The overall practices of human resource managers are to ensure that the organization is able to achieve success through people. Two purpose/objectives statements were stated, two research questions and two hypotheses were formulated to guide the study. The study adopted the survey method of research design, population consisted of 200 employees and with total of 133 sample size selected through random sampling technique. The questionnaire was the key instrument used in collecting the primary data, the instrument was validated by three experts in the fields of management and the instrument was structured in a 5 point scale used to analysis the research questions and X^2 Chi-square analysis was used in testing the hypotheses stated in the null form. The result of findings shows among other practices of Human resource managers discussed in this study, first, there is significant relationship between organizational staffing and hiring of right people to achieve multinational success and secondly, there is significant relationship between recruiting qualified applicants and selection of experts for production of quality products/services to achieve multinational success. Finally, conclusions and recommendations were made based on the findings of the study.

Keywords: Human Resource, Practices, Strategic Factor and Multinationals Success

INTRODUCTION

The practice of human resource managers has affected the success of the multinational organizations in such a way that it calls for an attention. This includes improvement in credible staff as the personality of any employee to the organization will affect its growth negatively or positively. The efficiency with which a multinational success can be achieved will depend to a large

extent on how its human resource manager's practices are being utilized. Every human resource manager must therefore, be able to solve the varied problems of an organization to achieve success. In addition, most multinational organizations are becoming more complex in nature and human resource managers are expected to have greater technical competence and a better understanding of human behavior. Human resource managers have become the effective use of people in organization which provide a competitive advantage (Mathis and Jackson, 1997).

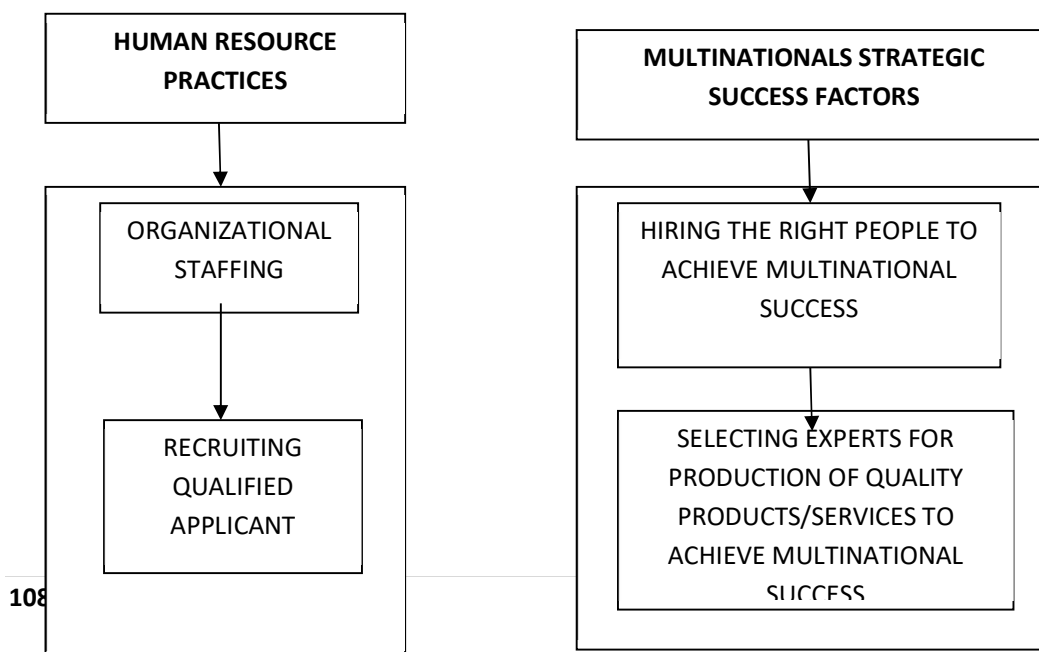
Cuming, (1968), indicates that Human Resource Managers are responsible for obtaining the best possible staff to stay and give the best to their job. He went further by stating that getting the right caliber of people by the process of recruitment to meet the multinational's needs is not just enough conditions it has to be created which would make them stay on the job, be happy with the job, and cope with the demands of the job. Therefore, practices of human resource managers toward a multinational success is traced to be: organizational staffing by employing, hiring the right people to achieve organizational success, and recruiting qualified applicant in order to improve the production of quality products and services to achieve multinational success.

This study is aimed at looking into the practices of human resource managers which includes organizational staffing and recruiting qualified applicants and how it improves the multinational success. Multinational success resulting from organizational staffing sees how hiring the right people will achieve multinational success and recruiting qualified applicants will enable the human resource managers to select experts for production of quality products and services to achieve multinational success.

STATEMENT OF THE PROBLEM

Some problems identified in this study includes organizational staffing, which entails acquiring and maintaining the appropriate mix of human resource needed by the organization, it becomes harm when the right staff are not employed which may result to poor turn off in productivity engaged in a job, the multinational attain success in hiring the right people to achieve organizational goals. Lack of recruiting qualified applicants is another problem that must be adhere to, the need to hire new employees either to support growth or to replace employees who have left, recruiting qualified applicants who are interested in working for the organization is also an important issues that can lead to multinational success. If the human resource managers recruit a qualified and capable applicant to carry out their duties there will be increase in professionalism leading to production of quality products and services.

CONCEPTUAL FRAMEWORK



SOURCE: Conceptualized by the researcher, (2017).

PURPOSE/OBJECTIVES OF STUDY

The general purpose of this study was to examine the practices of human resource as a strategic success factor for multinationals while specific objectives include:

- i. To determine the extent to which organizational staffing leads to hiring of right people to achieve multinational success.
- ii. To determine the extent to which recruiting qualified applicants leads to selection of experts for production of quality products/services to achieve multinational success.

RESEARCH QUESTIONS

The following questions were drawn to examine the human resource practices as a strategic success factor for multinationals:

- i. To what extent does an organizational staffing leads to hiring of right people to achieve the multinational success?
- ii. To what extent does recruiting qualified applicants leads to selection of experts for production of quality products and services to achieve the multinational success?

RESEARCH HYPOTHESES

The following hypotheses were formulated to guide the study:

Ho₁: There is no significant relationship between organizational staffing and hiring of right people to achieve multinational success.

Ho₂: There is no significant relationship between recruiting qualified applicant and selection of experts for production of qualified products and services to achieve multinational success.

CONCEPT OF HUMAN RESOURCE MANAGERS

Fab (2008), opined that Human Resource Managers are personnel embedded with series of activities in which the Job, the individual and the organization are under their control to achieve multinational success. He identifies some major practices performed by the Human Resource Managers in an organization as Recruitment, Selection, Placement, compensation, and appraisal of human resource, he called these group personnel or human resource utilization and the other group are directed in working with the existing human resources in other to improve their efficiency and effectiveness.

Okere (2013), also states that human resource managers must be an specialist in an organization theory and as such be an effective adviser to top management in organizational matters as well as being able to organize their own department and division in such a manager as to minimize frictions, promote goodwill, and release the talent energies of their own people and association to be expanded on their primary assignment. In all, the human resource managers are individuals within an organization responsible for hiring new employees, supervising employee's evaluations, mediation between employees and bosses as necessary, and general overseeing of the personnel department.

EXAMINATION OF HUMAN RESOURCE MANAGERS PRACTICES

The practice of human resource managers that leads to multinational success varies in aims, goals and objectives. According to Business Dictionary (2017), practice is an activity or obligation to satisfactorily perform or complete a task (assigned by someone, or created by ones own promise or circumstances) that one must fulfill, and which has a consequent or penalty for failure.

Don (2003), describes the practices of human resource managers as human resource planning, matching jobs and people (job analysis, recruiting, selecting, orientation), performance appraisal, training and development relationship with labour unions, employee's discipline. While Austin and Joseph (1995), reorganized practices of the human resource managers as manpower planning, recruiting, selection, induction and orientation, training, appraisals, discipline and compensation. He also explained further that Human Resource manager's practices concerned with the development and applications of policies governing the major activities engaged in by managing of people, both in and out of the department.

HUMAN RESOURCE MANAGERS AND MULTINATIONAL SUCCESS

From all indications Human Resource Managers are important corporate asset that creates success of multinational organizations which depends upon the way it is put in use through people, the distinctive feature of human resource managers is their assumption that improved success achieved through the utilization of people and material resources within the organization. Nzuve (1997), in his view refers human resource managers as individuals within an organization whose activities contribute to the multinational business success, they involved in achievement of multinational success and objectives. In the view of Macgregor (2011), he points out that the backbone or a foundation of an organization is its core-staff. Every multinational organization should therefore have the right people in the right place at the right time to enhance multinational success.

In Wikipedia (2014), which states that human resource managers are responsible for the strategic, integrated and coherent approach to the employment, development and well-being of people working in the organization? The overall practices of human resource managers are to ensure that the organization is able to achieve success through people. As a result of this human resource managers aims at improving the multinational effectiveness and capability and the capacity of an organization to achieve its goals by making the best use of the resources available to it, for multinational success. While Michael (2009), opined that the concept of success covers both what has been achieved and how it has been achieved. Success is measured through key success indicators which are usually to do with financial result or productivity. As indicated by Rebecca, Mitchell, Shatta, Obeidat and Okere (2013), that human resource manager's practices play a major role in enhancing multinational success.

ORGANIZATIONAL STAFFING AND HIRING THE RIGHT PEOPLE TO ACHIEVE MULTINATIONAL SUCCESS

Fab (2008), indicates that staffing is a term used to describe the entire process of deciding workforce requirements, selecting individuals to fill positions in the multinational organizations and training employees which human resource managers are conditioned for scrutinizing to fit-in the work requirement, the right and appropriate people can be hired, once multinational goals have been set, the human resource managers can begin planning workforce needed and objectives Micheal (2009), indicates that organizational staffing is a complex, multifaceted process that affects all areas of the organization but is particularly important with regards to multinational success. Organizational staffing is concerned with hiring the right people at the right place and time to achieve organizational success. As such, the multinational strives to attract, motivate and retain a workforce with the appropriate characteristics to achieve the organizations missions, strategy, goals, and objectives. Viewing staffing as a continuous process rather than a discrete event (hiring a particular individual) is an essential component of virtually all contemporary staffing models and conceptualizations. While Austin and Joseph (1995), views organizational staffing as the process that deals with determining the jobs to be done, specifying the qualifications of the people needed to fill those jobs, and recruiting and selecting people who fit those requirements. The point here is hiring the right people to solve the problem of inefficient or unqualified staff within the organization. Organizational staffing enhances the level of multinational success obtained, since it is the practices of the human resource managers which entail the process of

acquiring, developing and recruiting a workforce of sufficient quantity to create positive impacts on the effectiveness of the organization. In support of this view, Satyendra (2015), assert that organizational staffing is concerned with acquiring, developing, employing, appraising, remunerating and recruiting people so that the right type of people are available at the right positions and at the right time that will result to multinational success. In a nutshell, multinational success occurs when organizational staffing achieves putting people to job, when the right people are put to job, organizations attain levels of improvement of hiring the right people to achieve organizational goals. Since people are leaving, getting fired, and retiring, the transformation in the organization generation new positions and these must be filled. Because the problem of organizational staffing lies on positioning wrong staff to occupy sensitive positions which need to be corrected, the qualified people to carry out the various jobs which are needed for its functioning, should be staffed or retained since they supply the talents, skills, knowledgeable and experienced to achieve the success of multinational objectives (Koontz and O'Donnell, 2001).

RECRUITING QUALIFIED APPLICANTS AND SELECTION OF EXPERTS FOR PRODUCTION OF QUALITY PRODUCTS AND SERVICES TO ACHIEVE MULTINATIONAL SUCCESS

In order to increase the workforce, the human resource managers have to take a determined effort to obtain the employees most suitable to the job in order to achieve multinational success. It becomes the practices of human resource managers in finding those people who would make good applicants or candidates and attract them to the organization (Rioux and Bernthal, 1999). The problem of covering lapses in human resource is done through recruitment. This includes the examination of the vacancy, the consideration of sources of suitable candidates, making context with those candidates and attracting applicants from them.

It is always necessary for multinational organizations to understand each and every situation and aspects of organizational business in order to complete effectively with its closet competitors (De wit and Meyer, 2005). The process of recruiting qualified applicants is the process which helps the organization to find the appropriate person for the job vacancy. In order words, it is the process which identifies the job requirements, defines the job responsibilities and job position, making the advertisement of the job vacancy and select the most eligible candidates for the post advertised, which is called recruitment (Sarma, 1998).

As most multinational organizations will need to hire new employees either to support growth or to replace employees who have left, recruiting qualified applicants who are interested in working for the organization has also become important component practices of the human resource manager's (John, 2008). The multinational human resource managers must develop and implement a plan for recruiting and selecting its employees in their organizations for multinational success. This plan must include

- i. Assessment of the firms human resource needs,
- ii. Primary sources of labour in that organization,
- iii. Labour-force skills and talents, and
- iv. Training requirements, the plan should also account for special circumstances that exists in the multinational organizations.

Richardson (2001), advised that since poor recruitment decision can cause negative effects in long-term like more cost expenditure in minimization of incidence of poor performance, higher employee turnover resulting in lowering staff moral, degradation in products and services quality and failing to achieve multinational success thereby becoming poorer in its competitive edge and losing its market share, also articulated that job market being more competitive and due to more diversity of the available skills, recruiters are becoming more selective. Therefore, the success of any multinational organization should have secret of good recruitment and selection policy (Bsinkerhoff, 2009). Better recruitment strategies always improve multinational success. The

human resource managers, recruits employee effectively than it is more likely to be the organizations to employ and retain satisfied staff. (Rioux and Bernthal, 1999).

Arthur (2001), determined that recruitment is a process of attracting and identifying the prospective group of candidates for the job internal services or external sources, on the other hand, the selection is the process of choosing the best candidates from the recruited candidates for the position advertised, meanwhile, the word recruitment is the process of collecting, determining and assessing the information as well as qualification, these practices are followed by some multinational organizations to get the right persons with the right abilities and skills at the right job so that the person can increase the likelihood of their organization (Folger and Cropanzano, 1998).

Denzin (1994), have an argument for the process of searching for the right candidates to have the employment and encouragement to apply for the available job position in any organization is called recruitment, is the process of deciding the best applicants from the received application for the advertised job positions. The process seems like a chain or a sequence of actions involved in the recruitment of job and employable applicants of the organization. All the organizations, industrialists, firms, enterprise have their own well defined policies and their own ways to recruit and hire employees for their organization. (Breakwell, 1995).

Sharma (1998), said that building and sourcing of human resources to any business to achieve the objective of the organization which is aimed at producing quality products and services is called recruiting qualified applicants. The policies for the recruitment system should support and in accordance with the organizational equal opportunities policies. There should be proper systematic and effective process for the recruitment at all the stages, with the pre-agreed terms and conditions, so that there should not be any bias positional to affect the decision for the recruitment. Since recruiting qualified applicants is the core practices among all the essential practices of the human resource managers, as human resources of any multinational organization on its true strategic planner, promising opportunity for organizational success is also clear (Mohrman, 2007). It is argued by Taylor (2006) that a prior central responsibility of human resource manager is recruiting, especially in some emerging organizations. The ability for and attainment or accomplishment of established goals of any organization is directive related to quality and strategy for potential employee's recruitment. Taylor (2006) also argued that this process of recruitment should be strategically and systematically undergone considering only the positive outcomes in the setting of organization. Human resource managers deals with various activities of the organization like attracting, motivating, developing and maintaining quality in the employees who works for organization, either individually or collectively goals for the success and efficiently. (Thom-Otuya, 2009). The human resource practice like recruiting, selecting, evaluating, hiring, training employees and also some activities like management performance, remuneration package, and conflict management all are supported by the most of the present literatures in Brurke and Cooper (2004), Price (2004), Sims, (2002) and Schermerhorn (2004) etc.

The quality of employees made the multinational organization successful by producing quality products and services, if the person with the right skills and the right abilities have been selected by the organization for the job position, then it is more likely to add the value to the organization by producing quality products and services and also, if the staff is recruited at the price only which the organization can afford, it will reduce or save costs, the human resource managers should recruit carefully, the employee who do care for the other resource as employees are the best resources for multinational organization's success. (De Mers, 2002).

RESEARCH METHODOLOGY

The study adopted the survey method of research design. The population of the study consisted of 200 employees. The random sampling technique was adopted as a total of 133 employees were selected for the sample. Out of this number 70 were males and 63 were females. The

questionnaire was the key instrument used in collecting the primary data for this study. The instruments were validated by three experts in the fields of management in Ignatius Ajuru University of Education, Rumuolumeni, Port Harcourt. On reliability of the instruments, coefficient reliability of 0.85 and 0.81 were established respectively through the use of test-re-test method thereby showing the adequacy of the instruments. Two sets of instruments titled Examination of Human Resource Practices as a Strategic Success Factor for Multinationals (EHRPSSFM) were distributed. The instruments were on a 5 point scale as follows: Great Extent (GE – 4), Considerable Extent (CE-3), Moderate Extent (ME-2), Little Extent (LE-1), and No Extent (NE-0). One hundred percent of the questionnaire were completed and returned.

DATA ANALYSIS TECHNIQUES

The non-parametric test of chi-square was used in testing the two hypothesis stated in the null form. This choice was guided by the fact that the hypotheses measure association between variables. The chi-square (X^2) test is used to compare an actual observed distribution of frequency with a hypothesized or expected distribution or frequency. This is often called the goodness of fit (1995).

Table 1: Questionnaire Distribution and Retrieval

Distribution pattern	No Distributed	No Retrieved	% Retrieved
Male employees	70	70	52.63%
Female employees	63	63	47.37%
Total	133	133	100%

Source: Distribution table (2017)

Research Question 1:

Table 2: To what extent does an organizational staffing leads to hiring of right people to achieve the multinational success?

S/no	Response Rate	Frequency	% Response Rate
1	Great Extent	60	45.11%
2	Considerable Extent	35	26.32%
3	Moderate Extent	20	15.03%
4	Little Extent	13	9.77%
5	No Extent	5	3.77%
	Total	133	100%

Source: Analysis Table (2017).

From the table 2 above, it shows that 60 respondents which constitute 45.11% of the entire sample agreed that organizational staffing leads to hiring of right people to achieve multinational success to a great extent, 35 which represents 26.32% agreed to a considerable extent, 20 which represents 15.03% agreed to a moderate extent, 13 which represents 9.77% agreed to a little extent and 5 which represents 3.77% agreed to a no extent.

Research question 2:

Table 3: To what extent does recruiting qualified applicants leads to selection of experts for production of quality products and services to achieve the multinational success?

S/no	Response Rate	Frequency	% Response Rate
1	Great Extent	65	48.87%
2	Considerable Extent	30	22.55%
3	Moderate Extent	18	13.53%
4	Little Extent	14	10.52%

5	No Extent	6	4.51%
	Total	133	100%

Source: Analysis Table (2017).

From the table 3 above, it shows that 65 respondents which constitute 48.87% of the entire sample agreed that recruiting qualified applicant leads to selection of experts for production of quality products and services to achieve multinational success, 30 which represents 22.55% responded to a considerable extent, 18 which represents 13.53% responded to a moderate extent, 14 which represents 10.52% responded to a little extent and 6 which represents 4.51% responded to a no extent.

Hypothesis Testing

Ho₁: There is no significant relationship between organizational staffing and hiring of right people to achieve multinational success.

To analyze this hypothesis the table below shows the X² Chi-square table

FO	FE	FO-FE	(FO-FE) ²	$\frac{\sum(\text{FO-FE})^2}{\text{FE}}$	X ² Cal	X ² Tab
60	27	33	1.089	40.33		
35	9	26	676	75.11		
20	3	17	289	96.33		
13	1	123	144	144		
5	0	5	25	5		
Calculated X ² = 355.77					355	9.49
						≈ 355

Source: Analysis Table (2017).

From the table above, we compute the expected frequency (fe) using the formula. $Fe = \frac{CT \times RT}{GT}$

Where CT – Column Total, RT – Row Total and GT – Grand Total and apply the chi-square formula given as:

$$X^2 = \frac{\sum(\text{fo}-\text{fe})^2}{\text{Fe}} \quad \text{Where } X^2 = \text{Chi-square, } \Sigma = \text{summation,} \\ \text{fo} = \text{frequency observed, fe} = \text{frequency expected}$$

At = 0.05, the degree of freedom (df)

$$Df = (R - 1)(C - 1) = 5-1 (2-1) = 4 \times 1 = 4, X^2 \text{ tabulated} = df^{\alpha} = 0.05 = 9.49$$

X² Critical value = 9.49 at 0.05 level of significance

DECISION:

Since the calculated value of chi-square (355) is greater than the critical value of chi-square (9.49), we reject the null hypothesis and accept the alternative hypothesis which states that there is significant relationship between Organizational Staffing and Hiring of Right People to Achieve Multinational Success.

Ho₂: There is no significant relationship between recruiting qualified applicant and production of qualified products and services to achieve multinational success.

To analyze this hypothesis the table below shows the X² Chi-square table

FO	FE	FO-FE	(FO-FE) ²	$\frac{\Sigma(\text{FO-FE})^2}{\text{FE}}$	X ² Cal	X ² Tab	
65	31.76	33.24	1.10	0.03			
30	6.76	23.24	540	79.88			
18	2.43	15.57	242	99.58			
14	1.47	12.53	157	106.80			
6	0.27	5.73	22.8	84.44			
Calculated X ² =					370.73	370	9.49
					≈ 370		

Source: Analysis Table (2017).

From the table above, we compute the expected frequency (fe) using the formula. $Fe = \frac{CT \times RT}{GT}$

Where CT – Column Total, RT – Row Total and GT – Grand Total and apply the chi-square formula given as:

$X^2 = \sum \frac{(fo-fe)^2}{Fe}$ Where X² = Chi-square, Σ = summation, fo = frequency observed, fe = frequency expected

At = 0.05, the degree of freedom (df)

Df = (R – 1)(C – 1) = 5-1 (2-1) = 4 x 1 = 4, X² tabulated = df⁴ = 0.05 = 9.49

X² Critical value = 9.49 at 0.05 level of significance

DECISION:

Since the calculated value of chi-square (370) is greater than the critical value of chi-square (9.49), we reject the null hypothesis and accept the alternative hypothesis which states that there is significant relationship between recruiting qualified applicants and selection of experts that will produce quality products and services to achieve multinational success.

DISCUSSION OF FINDINGS:

From the analysis of the research questions and chi-square test in this study, the following findings were made:

1. The first finding revealed that with 60(45.11%) respondents that constitute the highest response rate of the entire sample agreed that organizational staffing leads to hiring of right people to achieve multinational success. In the same order, with the highest value of calculated chi-square (355) that is greater than the critical value of chi-square (9.49) which led to rejection of the null hypothesis and accepted the alternative hypothesis which states that there is significant relationship between organizational staffing and hiring of right people to achieve multinational success.
2. The second finding revealed that 65 (48.87%) respondents that constitute the highest response rate of the entire sample agreed that recruiting qualified applicant leads to selection of experts for production of quality products/services to achieve multinational success. Also, with highest value of calculated chi-square (370) which is greater than the critical value of chi-square (9.49) led to rejection of the null hypothesis and accepted the alternative hypothesis which states that there is significant relationship between recruiting qualified applicants and selection of experts for production of quality products/services to achieve multinational success.

CONCLUSION

The study concludes that among other practices of human resource managers that lead to multinational success that organizational staffing enable them hire the right people to achieve multinational success and recruiting quality applicants enables them select credible employees that produces quality products/services to achieve multinational success. That Human Resource Managers are personnel embedded with series of practices in which the job, the individual and the organization are under their control to achieve multinational success. They also involves in human resource planning, matching jobs and people (job analysis, recruiting, selecting, orientation), performance appraisal, training and development relationship with labour unions, employee's discipline, induction and orientation, training and compensation. More so, their practices concerned with the development and applications of policies governing the major activities engaged in by managing of people, both in and out of the department. The study further revealed that the concept of success covers both what has been achieved and how it has been achieved. Multinational success is measured through key success indicators which are usually to do with financial result or productivity. That human resource manager's practices play a major role in enhancing organizational success. The overall practices of human resource managers are to ensure that the organization is able to achieve success through people.

It also include that process of recruiting ascertains collecting, determining and assessing the information as well as qualification of applicants, these practices should be followed by multinational organizations regulations to get the right persons with the right abilities and skills at the right job so that the person can increase the likelihood of their organization because poor recruitment decision can cause negative effects in long-term such as cost expenditure in minimization of incidence of poor performance, higher employee turnover resulting in lowering staff moral, degradation in products and services quality and failing to achieve multinational organizations success thereby becoming poorer in its competitive edge and losing its market share. Therefore, most critical practices of human resource managers are recruiting applicant that are qualified to bridge the gap of low products and services which result to poor outcome in the organization which is in fact a part of management functions of hiring and playing an important role in the process of implementation of established multinational organization strategies through personnel.

RECOMMENDATIONS

Based on the findings of this study, the following recommendations are made:

- 1) Multinational organizations should employ credible staff in human resource department as their practices affect its success and growth positively.
- 2) Multinational organizations should allow the human resource managers to ensure that their practices are being utilized for the success of their organizations.
- 3) Human resource managers in their organizational staffing practices should effectively hire the right people in all strategic positions according to the organizational requirements, qualifications and experience on the job.
- 4) Human resource managers should match jobs and people during recruiting, selecting, orientation and performance appraisal.
- 5) Human resource managers in their practices should scrutinize to fit-in the work requirement, selecting individuals to fill positions in the organization and sees that the right and appropriate people are being hired.
- 6) Human resource managers in their practices should determine the jobs to be done, specifying qualifications of the people needed to fill those jobs, recruiting and selecting people who fit those requirements.
- 7) Human resource managers in their practices should acquire, develop, employ, appraise, remunerate and retain the right people who are valuable at the right positions and at the right time to achieve multinational success.

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