

EFFECTS OF CAREER DEVELOPMENT ON THE PERFORMANCE OF SMALL AND MEDIUM TEXTILE MANUFACTURING ENTERPRISES IN NIGERIA



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Abstract

The increasing focus on employee development in recent past could be adduced to a major concern by the Human Resource practitioners. The need for smooth career progression of organization's workforce has necessitated the establishment of career centers to enhance employees career advancement in advanced societies. Lack of effective career development interventions among the SMEs has caused serious career crises with its consequences on the employees and the organizations. The study examined the relationship between career development and performance of manufacturing Small and Medium Enterprises (SMEs) in Nigeria. The textile manufacturing SMEs in the Northern and Southern regions of Nigeria were used for the study. Data collected was obtained through structured questionnaire. The hypothesis was tested using regression model. Findings revealed that career development interventions such as career information, career counselling and career advancement significantly influences the workers performance and organizational performance. It also revealed that career development has significant influence on the performance of Manufacturing SMEs. The study recommended among others that career information, career counselling and career advancement should be given the required attentions and commitment by the management or the owner/manager of the manufacturing SMEs.

Keywords: *Career, Development, Information, Counselling, Advancement, Small and Medium Enterprises*

Background to the Study

Career management is the process by which individuals collect information about values, interests, and explore career aspiration, identify a career goal and formulate strategies and programmes to achieve the predetermined career goals. Investments in career development of organization's human resource are crucial to fostering individual and organization development and thus achieve greater productivity and growth. It has also been argued that human resource development as core component of human resource system, promotes operational effectiveness and financial performance (Katou, 2009; Oforegbunam & Okorafor, 2010).

According to Vathanohas & Thai-ngam (2007), strategies, business models, products and services can all be copied by competitors, but talented and competent employees represent a sustainable source of differentiation to an organization. There is need therefore for continuous career progression and management, job satisfaction and improved individual and organizational performance in the Small and Medium Enterprises (Sun & Choi, 2011). Career management requires initiative from both organizations as well as individuals in order to provide maximum benefit for both. It is the goal of all quality organizations to provide their employees superior opportunities to grow, both individually and as professionals (Harold & Amit, 2011). The authors also averred that a well designed career development system enables organizations to tap their wealth of in house talent for staffing and promotion by matching the skills, experience, and aspirations of individuals to the needs of the organizations

Manufacturing systems are considered essential by most nations for the creation and propagation of wealth, and for improving the standard of living of its workforce. In developed countries such as United States of America, Japan, Germany and Asian – pacific nations like Taiwan, South Korea, Singapore and Hong Kong have manufacturing base that makes up to at least 20 per cent of their Gross Domestic Product (Anonymous, 2009).

Currently, in the country most employees of the manufacturing organizations particularly textile manufacturing industries lack the required career progression and opportunities for increased job satisfaction and improved performance. (Yahaya, Uthman & Mernda, 2004). More so, that little attention has been paid to the integration of human resources in hybrid manufacturing settings. Lack of adequate career information, career counsellors, career advancement and career opportunities by the enterprise of human resources as evidence have shown constitutes major constraints to effective human resource development, individual performance and the organizational performance. This situation has led to the drastic loss of jobs in the industry.

Statement of the Problem

The problems of career mismatch, stagnation, middle career crises and lack of career opportunities are major issues in the manufacturing SMEs in Nigeria that deserved urgent management attention and commitment. The Nigerian textile industry which occupies a place of dominance in 1960's to 70's and used to be the largest single non-

governmental employer of labour and regarded as the third largest in Africa with 175 functional Mills, employed over 350,000 direct and 500,000 indirect employees which generated as much as N2 billion revenue per annum from textile related taxes and levies completely went down between 1996 – 2004 (Bello et al, 2013, & Ortom, 2013). This situation has resulted in the closure of over 150 textile manufacturing industry as at 2010 with job loss of over 785,000 direct and indirect employees (Bello et al., 2013 & Basi, 2013). These factors have led to the rapid decline in the capacity utilization in the industry from 50.75 percent in 2003 to 20.4 percent by 2010 (Mukhtar, Aliyu & Sani, 2013, & Ortom, 2013). Thus, implementation of effective career development policies and programmes will undoubtedly spur SMEs growth and survival within the competitive business environment.

This study is necessitated because of the paucity of studies in career development practices in the manufacturing SMEs and its effects on organization's performance. Moreover, few researches that are available focused more on large organizations mostly in the advanced countries (Young Sun & Choi, 2011; Katou, 2009 & Oforegbunam et al, 2010) as a result little is known about the extent to which their findings applies to SMEs in the developing countries like Nigeria. To bridge the gap this study will focus on SMEs in the textile manufacturing sector of Nigeria economy to determine the effects of career development on their performance.

Literature Review

Career in organization according to Khanka (2007), is a sequence of separate but related work activities that provide continuity, order and meaning in a person's life. It thus represents an organised, well timed and positive move taken by a person across time and space. Agba, Nkpoyen, and Ushie (2010) viewed career development as a concerted efforts directed towards assessing a workers' potentials, identifying likely career paths for that employee and designing and implementing various forms of training and experience to prepare the person for more advanced job. It is an organised approach used to match employee goals with the business needs of the organisation in support of workforce development initiatives. Agba et al (2010) identified the tools of career development in an organisation to include; career counselling, career information, career advancement and career opportunities.

Career information according to Gomez-Mejia, Bathin and Cardy (2004) can be sourced from company newsletters, booklets, pamphlets and company websites. Jackson (1991) cited in Yahaya, Othman & Mernda (2004) suggested three kinds of information required for effective career development viz; information about training and education opportunities, information about the organisation and information about how the organisation sees the future. Career advancement and career opportunities were also discovered by Agba et al. (2010) to influence employee commitment and organizational performance.

Another very important factor in employee career development is the issue of career information.

Career counselling is an approach to properly guide employees on their successful career planning. In their opinion the supervisors must be able to counsel the employee in terms of organisational needs and opportunities not only within the specific department but throughout the organisation. Informal counselling, workshops, assessment centres and career development centres are been used increasingly in organisation.

The need for ordered career development to produce an increasing level of responsibility, status, power, job satisfaction and commitment in organisation leading to increased organisational performance has been examined by researchers. Agba, Nkpoyen and Ushie (2010), examined career development and employees commitment in industrial organisations in Calabar, Nigeria. Studies by Yahaya et al (2004) and Hartzenberg, (2002) have also revealed that career advancement, counselling, information and opportunities influence the individual performance and overall organisational performance. Puah and Anathram, (2006) also believed that career development has a direct influence on the achievement of job satisfaction and career commitment thereby influences organizational performance. Therefore, career development has been investigated to influence the performance of organization.

Measurement of Performance

Organizational performance is concerned with effectiveness, productivity, and efficiency or excellence factors of an organization whereby, the factors are measured against intended output (Zacharia, Zaina & Nasurdin, 2012). This has led to an increasing attention on the issue of how HRD practices affect the performance of organizations (Jackson and Schuler, 1997). According to Sun & Choi, (2011) firm's performance can be measured in two ways i.e. financial performance and non-financial performance measurement. Financial performance measurement include percentage of sale, profitability, capital employed, Return on Assets, (ROA), Return on Investment (ROI), Earnings Per Share (EPS), and Net Income After Tax (NIAT). On the other hand, non-financial performance measurement is mainly the self-reporting performance which is also widely used in human resource strategy research (Karami, n.d).

Career Development Theory

Tiedeman and O'hara Ego Identity Theory:

Tiedeman and O'hara, (1963) according to Agba et al (2010) examined the process of career development as a part of a continuing process of differentiating ego identity. They contend that variables such as; person's early childhood experiences within his family, psychological crises encountered at various developmental stages, the equilibrium between vocational goals, the individual needs and those of the society and the personality characteristics of an individual all have great impact on career development. The theory posits that there is an intervention relationship between career and personality in organisation, the former exerting significance influence on the latter. In

their opinion, career development is a process of modelling a career identity through differentiation and personality integration as one come across a work related problem. In their view, the decision the individual makes in relation to his work, daily activities, form the basis and framework of his career development. This theory places emphasis on the progressive development with career decision being significant in the process.

Research Objective

The study seeks to investigate the effects of career development on performance of small and medium textile manufacturing enterprises in Nigeria.

Specifically, the Study Seeks to:

Determine whether career development influences the performance of SMEs in the textile manufacturing sector.

Research Hypothesis

Career development has no significant effect on the performance of Manufacturing SMEs.

Conceptual Framework

The conceptual framework for this study shows the effect of career development on performance of manufacturing SMEs in Nigeria.

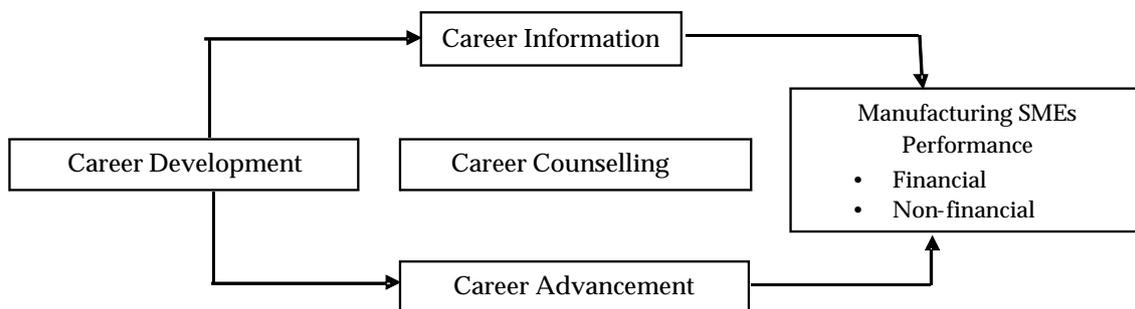


Figure 1: Effects of Career Development on performance of manufacturing SMEs

Research Methodology

This study made use of two sources of data collection methods; Primary and Secondary sources of data. The primary research data were collected from the senior management staff of the textile SMEs in Nigeria using questionnaires The study was carried out in the northern and southern parts of Nigeria due to the spread of the Textile manufacturing SMEs in these regions. The population of the study consists of Small and Medium Textile Manufacturing Enterprises in Nigeria. The target population comprised of 238 senior management employees of the thirty (30) registered textile manufacturing SMEs.. The study used a purposive sampling procedure to determine the sample units.

Descriptive statistics, regression, correlation and analysis of variance (ANOVA) were the statistical tools used to analyse the data. The researcher distributed a total of one hundred and eighty two (182) questionnaires out of which one hundred and fifty three (153) duly completed representing about (84%) success rate were used for the data analysis'

Discussion of Results

Data Presentation

Respondents Profile

The results of the demographic data of the study shows data 4.6% of the respondents were in the age group 18 – 29 years, 35% (30 – 39) years, 39% (40 – 49) years while 22% were above 50 years of age. This results show that majority of the respondents 73% between 30 – 49 years of age. The male respondents constituted 87% and the female respondents were 13%. The respondent's location shows that 36.6% were in the Northern region while 63.4% were in the southern region of Nigeria. The study revealed that 13.1 % of the respondents were secondary school leavers and below, 20.9% NCE/ND holders, 60.8% were first degree or Higher National Diploma (Degree/HND) while 5.2% of the respondents were post graduate holders. Organization types of the respondents shows that 9.2% were from sole proprietors, 4% were partnership types while 57% of the respondents were from limited liability companies. Working experience of the respondents in the present organization was 64.7% for 11 – 15 years, 21.4% were between 16 – 25 years and 22.9% for 26 years and above. This shows that the majority of the firm's workforces were 11-15 years. The designation of the respondents shows that 34.6% were General Managers (GM), 25.5% Managing Directors (MD), 35.3% were Managers while 4.6% were other specified positions such as Chief marketing officer, Chief Engineer, Administrative managers.

Career Information

In the survey, the respondents were asked whether their company provided them with career information and to identify the sources of career information available in the firms. These results are shown in Table 1 and 2 below.

Table 1: Career Information

Options	Frequency	Percentage
Yes	138	90.2%
No	15	9.8%
Total	153	100

Source: Field Survey, 2014

The results showed that a vast majority (90.2%) agreed that their company provided them with the needed career information while (9.8%) stated that their company has no provision for career information.

Table 2: Information sources available to prevent career crises in the firm

Variables	Frequency	Percent
Newsletters	66	43.1
Pamphlets	31	20.3
Company Websites	5	3.3
Booklets	17	11.1
Newsletters, Pamphlets, Company Websites	19	12.4
Newsletters, Pamphlets, Booklets	15	9.8
Total	153	100.0

Source: Field Survey, 2014

The results from Table 2 show that (43.1%) indicate newsletter, (20.3%) indicate pamphlets, (11.1%) indicate booklets, (12.4%) indicate the combination of newsletters, pamphlets, and company websites, (9.8%) indicate newsletters, pamphlets and booklets while (3.3%) indicates company websites.

These results also showed that the majority 43.1% of the respondents agreed that their company provided them with career information which is mainly through company's newsletter, followed by pamphlets and the combination of newsletters, pamphlets and websites while company website is the least used source. The investigation of the contribution of career development to the firm's performance showed that a vast majority (92.2%) indicates that it has greatly contributed to the firm's performance in areas of providing employees with adequate awareness, interest in their job/career, continuous career progression and increased commitment. On the other hand only (7.8%) indicate that lack of career information leads to frustrations on the job as a result of delay in career advancement/progression.

The respondents were asked to mention the career related crises common in their organisations. The results are as shown in Table 5 below.

Table 5: Career Related crises common in your firm

Options	Frequency	Percentage
High level of stress	12	7.8
Personal family problem	20	13.1
Frustration	67	43.8
Desiring to quit the job	17	11.1
Excessive drink	22	14.4
High level of stress, Personal family problem, Frustration, Desiring to quit the job	8	5.2
Personal, Frustration	4	2.6
All Career Crises	3	2.0
Total	153	100.0

Source: Field Survey, 2014

Table 5 shows the responses of the respondents and from these responses (7.8%) indicate high level of stress, (13.1%) indicates personal frustration, (11.1%) indicates desiring to quit the job, (14.4%) indicates indulgence in excessive drinking, (5.2%) indicates the combination of high level of stress, personal family problems and frustration, (2.6%) indicates the combination of the desire to quit the job, personal family problem and frustration while (2.0%) indicates that all the related crises are experienced by employees in their firms.

The findings with a majority of 90.2% of the respondents stating the existence of career information and 92.2% affirming the positive contribution of career information to their firm's performance, the provision of career information has greatly helped in effective career management practices in the manufacturing SMEs in Nigeria. .

Career Counselling

The study sought to find out whether the company employed the services of career counsellors and to state the contributions of career counselling to the organizations.

Table 6: Career Counselling and Its contribution

Options	Career Counselling		Contributions of Career Counselling	
	Frequency	Percentages	Frequency	Percentages
Yes	148	96.7%	126	82%
No	5	3.3%	27	18%
Total	153	100	153	100

Source: Field Survey, 2014

The respondent's results from Table 6 showed that a vast majority (96.7%) of the respondents indicate that career counsellor services were provided in their companies, while (3.3%) did not agree. Asked whether career counselling had contributed to their performance? The result showed that a majority (82%) of the respondents were of the view that career counselling had greatly contributed to their improved performance on the job while (18%) felt otherwise.

The results revealed that if organizations are to ascertain more explicitly their employees' career goals and personal values, they must get their information directly from employees themselves through formal counselling programmes by trained counsellors. This is evident that career counselling activities help the firm in aligning employee goals with the mission and the vision of the organization.

Career Advancement

The study sought to know whether employee got their promotion as and when due.

Table 7: Promotion of Employees.

Options	Frequency	Percentages
Yes	138	90%
No	15	10%
Total	153	100

Source: Field Survey, 2014

A vast majority of the respondents (90%) indicate that staff were regularly promoted while (10%) indicate that staff were not promoted as and when due.

The study also sought to find out how the company promotion policy has enhanced firm's productivity. Using the content analysis of the responses, (24.2%) indicate that it boost the firm's output, (35.9%) indicate that it enhances productivity and (39.9%) indicate that it increased staff motivation thereby increasing their productivity and in turn the organizational productivity.

Table 8: Effect of company promotion policy on firm's productivity

Options	Frequency	Percentage
Boost the Firms' Output	37	24.2%
It enhanced productivity	55	35.9%
Increased staff Motivation	61	39.9%
Total	153	100

Source: Field Survey, 2014

The results revealed that effective career advancement of employees in the firms' increases staff motivation and their productivity thereby enhancing the manufacturing SME performance. Lack of effective career development practices could reduce or demoralise staff, resulting in low productivity and high rate of employee turnover r which in turn negatively affects the performance of manufacturing SMEs.

The researcher sought to investigate the effects Career Development on performance of SMEs in manufacturing sector. By the description of the objective, the researcher settled on linear regression.

Table 9: Model Fitness for Career Development

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.601 ^a	.361	.311	0.4049

a. Predictors: (Constant), Career development

From the table the value of R and R² are .601 and .361 respectively. This result meaning that there is a positive correlation of 60.1% between career development and performance of manufacturing SMEs in Nigeria. The coefficient of Determination (R²) of 36.1% suggests that career development can explain up to 36.1% of the change in the

performance of manufacturing SMEs in Nigeria. The result denotes that there is a strong relationship between career development and manufacturing SMEs performance. Meaning that manufacturing SMEs needs to engage in aggressive career development programmes thereby providing the needed job satisfaction for the employees and increased retention rate for the organization to achieve the optimal performance for the manufacturing SMEs.

There is need therefore for SMEs to engage in career counselling, provision of adequate career information and advancement to increase employee's productivity thereby increasing the performance of the manufacturing SMEs. Furthermore, the researcher investigated the variations due to career development.

Table 10: ANOVA for Career Development

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	406691317200.660	1	406691317200.660	6.578	.004 ^b
1 Residual	1062603637795.459	151	7037110184.076		
Total	106667055096800.120	152			

a. Dependent Variable: Performance of the manufacturing SMEs

b. Predictors: (Constant), Career development

Table 10 shows the result of ANOVA test performed on the variable, career development. The results of the ANOVA test revealed that career development have significance effect on performance of manufacturing SMEs. The P-value of .004 is less than 5% at 95% level of confidence. It shows that the established regression model is significant. This implies that the model was significant and therefore fit for use.

On the basis of the empirical results presented in the above Table10 the Null hypothesis (Ho) is rejected and a conclusion reached that at 5% level of significance, career development plays a significant role in the performance of manufacturing SMEs.

The study further investigated the coefficient of correlation between career development and performance of manufacturing SMEs in Nigeria.

Table 12: Coefficients for Career Development

Model	Unstandardized Coefficients			T	Sig.
	B	Std. Error	Beta		
1	(Constant)	370340.174	16503.656	22.440	.000
	Career development	9.108	.143	.062	.004

a. Dependent Variable: Performance of the manufacturing SMEs

Using the data presented on table 4.16 a linear regression model of the form, $Y = X + x$, can be fitted as shown in equation 1.

Where Y= Performance of textile manufacturing SMEs

=Intercept
 X=Career Development
 $Y=370340.174=9.108X_1 + U \dots$ Equation 1

The table 12 shows that there is linear relationship between career development and performance of manufacturing SMEs in Nigeria. The result revealed that the P-value is equal to .004 which is less than .05 at 95% level of significance. Meaning that, career development has predictive power over the performance of the manufacturing SMEs. This indicates that career development has significant effect on the performance of manufacturing SMEs in Nigeria. Thus, effective career development enhanced employee job satisfaction and increased organizational performance.

Findings

1. The study established that there was positive correlation between career development and the performance of manufacturing SMEs. It was discovered that career development played a strong positive linear relationship role in the performance of manufacturing SMEs in Nigeria because it was statistically significant in explaining the changes in performance of manufacturing SMEs in Nigeria;
2. The study revealed that career information was provided to employees mainly through newsletters and pamphlets while company website is the least used source. A majority 56% of respondents believed that lack of required career information often leads to high level of stress and frustrations in the manufacturing SMEs in Nigeria.
3. It was revealed that a majority 92.8% thought that there was a great decline in career related crises when career counsellor services were provided in the firms and that staffs were satisfied with their jobs as a result of reduced career crises and regular career advancement.
4. The study discovered that there was an emphasis on effective use of career development interventions such as good career information, career counselling, regular promotion and career opportunities to enhance employee job satisfaction and organizational performance.

Conclusions

Effective career development in the manufacturing SMEs plays a significant role in determining the level of employee job satisfaction and productivity. The performance of manufacturing SMEs therefore depends largely on the performance of the employees. Career mismatch, stagnation and lack of required career information are sources of high level of stress and frustrations among employees. The literature review was resonance on these issues.

Recommendations

Based on the findings of this study, and for career development to provide the necessary impetus for improved performance of the manufacturing SMEs in Nigeria, the study recommends that;

1. Career Development practices are critical to employee's job satisfaction and improved performance. The need to improve upon the current practice cannot be overemphasized This is because good career information that leads to career advancement often reduced career stagnation, mismatch, stress and frustrations that are associated with mid-career crises.
2. The company should provide adequate and constant career information on career requirements, progression and opportunities in the manufacturing SMEs. The use of modern Information and Communication Technology (ICT) should be encouraged by the management of the firms.
3. Professional career counsellors' should be employed to carry out career counselling services. The over reliance on personnel managers by the SMEs who are oftentimes not core human resource specialists nor career experts but rather a social scientist may be counterproductive to the achievement of the organization career development goals in the long run.
4. The management of the manufacturing SMEs should therefore assigned skilled professionals with technical knowledge on career management skills to handle the career development issues in the firms; most especially in the area of matching employee's goals with the organizational goals. This will in no small measure enhance human development practices in the manufacturing SMEs.
5. There is need for the manufacturing SMEs to improve upon the use of career development interventions such as career information, career counselling, career advancement and career opportunities to enhance employee satisfaction, commitment, individual performance and organizational performance.

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