

Impact of Human Resources Management and Employee Commitment in the Telecommunication Industry: A Study of Selected Telecommunication Industries in Yenagoa, Bayelsa State

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A b s t r a c t

This study examined the role of human resource management on employee's commitment towards task in selected Telecommunication industries in Yenagoa, Bayelsa State. The study employee the survey research design, through structured question are the population of the study comprises of all staff of these Tele communication staff Bayelsa State, MTN, GLO and Airtel. Giving 9, staff, and sample size of 60 staff were selected, findings show amongst others that there was a significant positive relationship between human resources management (HRM) activities, such as policy marking in organization, and employee task commitment. In other words, administration of policies should be carefully drafted in any work organization. Also, the findings reveal that, human resource management is act of making policies, compensation, discipline, training relates will employee commitment. The study concludes that human resources management cannot be ignored if an organization wants to maintain adequate commitment from its employees. The study therefore recommends amongst other that organizations should adopt rigorous selection procedures, and hard-nosed willingness to remove those employees who do not fit in the organization's policies and culture.

Keywords: *Human resource management organization, Employee, Commitment*

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Background to the Study

Human Resource management (HRM) is an important personnel management function, which serves as a significant and strategic resource of distinctive competence and looks at humans in the economic aspects in life that is, they strategize on how they can explore the various potentials in people for economic purpose thus, making it core role administration of policies and programs, people acquisition and planning. It focuses and concerns its more with organization's resources, its activities, elements manpower input of an organization and over-time.

It has been slated that to be responsible for the attraction, selection training assessment, and rewarding of employees, while also overseeing organizations leadership and culture, and also ensuring compliance with employment and labour laws which differ by organizational policies. In this 21st century, the human resource s management practice no longer sees employees as cogs in the machine rather as assets. That is why human resource has constantly become the dominant term for the function of an organization. Human resource management practice undoubtedly can be major criteria for employ commitment, as it is responsible for the management of workforce in any given organization, but not totally, as there are others.

According to Armstrong (2006) Human resources management is a strategic and coherent approach to the management of an organization's most valued assets – the people working there who individually and collectively contribute to the achievement of its objectives. Other (2013) defines human resources management as the process of acquiring, training, appraising, and compensating employees, and of attending to their labour relations, health and safety, and fairness concerns.

That is why commitment of employees is a mandatory spot for any organization to achieve its set goals. To achieve the set goals, challenges arise on how human resource management practitioners, such as personnel managers generalists and specialists can key its employees committed, that is the type of approach needed to apply for its employee to be committed without preventing them for satisfying personal needs, and making things work, by ensuring that he or she is effective in his or her line of duty. As this has been observed overtime that satisfying employing employees lead to commitment, that is why this has motivated the researcher concerned to view on the relationship of human resource management practice and employee commitment in a given session.

Statement of the Problem

The knowledge of people has brought challenges to human resource management practice due to workforce diversity in various activities such as, sex, religion, age culture, compliance with employment, and labour laws. In circumstances where employees desire, and are legally authorized to hold a collective bargaining agreement attracting and retuning talent, globalization, competition work place-university geographic location educational background, race, qualities and abilities work experience, beliefs, etc.

However, due to globalization, the responsibility of personnel specialist is increasingly expanding and being altered since most modern organizations of today demands that both personnel managers and staff manages to pay more attention and create conducive environment to enhance effective performance and that they maintain virtually an employer/employee relationship that ensures the physical wellbeing of employees, so that they give maximum commitment and contribution to efficient working based on their relationship with the organization, and how it can be developed to achieve desired efficiency and effectiveness by accommodating the needs of the employees and the organization simultaneously. It is in the light of these challenges above that the researcher intends to carry out a study on how human resource practice can strive towards employee task commitment in a given organization.

Objectives of the Study

The general Objective of this study to examine the extent to which human resources management practices can involve employee task commitment in a given organization. However, the specific objectives are:

1. To find out how various human resources management (HRM)). Approaches and policy making influence employee's commitment in organization.
2. To determine the extent to which employee commitment approach boost the growth of the organization.
3. To find out the extent to which human resource activities, such as compensation, affects employee commitment in a work organization.
4. To determine the extent human resource man agent actives such as training and development influence employee commitment in an organization

Research Questions

Based on the facts recited above, the study is given by the following questions

1. How do various human resources management (HRM) activities such as policy making influence employee task commitment in an organization.
2. What impact does employee commitment approaches contributes towards the growth of an organization
3. To what extent does such human resource activities as compensation, affect employee commitment in an organization?
4. To what extent does actions such as training and development influence employee commitment in an organization?

Research Hypotheses

The study was guided by the following hypothetical statements

HO₁: There is no significant relationship between human resources management activities, such as policy making, and employee task commitment.

HO₂: There is no significant positive relationship between various employee commitment approaches and the role of human resources management towards organizational growth.

Ho₃: There is no significant relationship between various human resource management activities such as compensation and employee task commitment.

HO₄: There is no significant positive relationship between the act of compensation in human resource management and employee task commitment in an organization.

Significance of Study

The study will be significant to human resource management practitioners, such as line managers, staff managers in different work organizations on the management of employees. It will also create more awareness on both human resource practitioners, and employees, more especially, to those who are faced with the challenges of getting employees committed.

The study will also be useful to scholars who want to carry out, or are interested in further research works in human resource management practice.

Additionally, it will also be useful to upcoming entrepreneurs who intend to employ additional manpower to their enterprise, enlightening them on adequate programs (development programs) that will possibly lead to employee commitment.

Review of Related Literature

Human Resource Management (HRM) in Organization

Armstrong (2006) defined human resource management as a strategic and coherent approach to the management of an organization's most valuable asset – the people working there, who individually and collectively, contribute to the achievement of objectives.

Management emphasizes results through people in manning, organizing, directing, coordinating of all the activities responsible for supplying required human resources and optimizing their performance. However, it is undoubtedly noted that human resource management practice in an organization cannot be over-emphasized without a critical look on the policies and objectives of the organization which managers have onerous responsibilities that human them to understand firmly human behaviour, and also the ability to effectively develop, motivate employees, and to implement personnel policies to achieve higher performance.

Inyang and Akpama (200) stated that the human resource of an organization is a significant and strategic resource of distinctive competence that requires to be managed, sustained and planned for in its totality if the organization is to survive, grow and face future challenges. Inyang and Akpama, (2002), identified two main areas of personnel managers' responsibility, which include:

- (a) To interpret behaviours of the individual within the organization and be able to convey to the management of the organization the implication of such behaviour.
- (b) To carry out the administration and implementation of the meaningful personnel policies of the organization, and also taking account of the most enhanced techniques and theories in such fields as recruitment selection, manpower planning, training, equitable payment system, etc.

Considering human resource management practice from socio-psychological perspective Barbafa (2002) in Inyang and Akpama (2002) explained, it as a function of all enterprises which provide for effective use of human resources to achieve both objectives of the organization and its employees, therefore, a part of personnel management that deals with the utilization, motivation and protection of employees in the organization.

In relation to this, Cole (1993) in Ohadinma (2000) however identified four prime responsibilities for personnel manager to include:

- (a) Formulating, proposing and gaining acceptance for the personnel policies and strategies personnel policies and strategies of the organization.
- (b) Advising and guiding the organization's managers and employees on the implementation of personnel policies, and strategies.
- (c) Providing personal services for the organization to facilitate the motivation and development of suitable employees at all levels.
- (d) Advising the organization's managers for the human consequences of changes.

Bowsand and Ferris (1982) in Ohadinma (2000) however, added that while the concern of general management is with the management of the many resources of the organization, the specific interest of personnel management is on the management of the organizations human resource

Human Resource Management in Organizational Policy

According to Ubeku (1975) in Inyang and Akpama (2002) a personnel policy is a written statement of an organization's goals and intentions concerning matters that affect the people in the organization. It therefore, provides guidelines for variety of employment related issues. It is a means of managerial or administrative decisions. However, in formulating policies, management is forced to give a good thought to the basic needs of both the organization and the employees. Policies care normally written, so as to facilitate communication to all the employees.

Cumming (1973) in Hugettd (2000) went further to state that personnel policies should be based on equality and justice where all employees in the organization should be treated with justice there has to be code of conduct for their play and equality. Other literatures have expanded that human resources management professionals do not only lay down policies for the organization, but they also apply efficient administrative and operatives technique that makes human resource competent, thereby attracting and retaining employees with unique professional, and technical capabilities.

Since personnel policy serves as a guide, and gives direction to management objectives, it must be characterized by a very good.

- (a) Broad terms, avoiding ambiguity
- (b) Expression of belief, attitude, interest or philosophy of top management
- (c) Consistent overall objectives, and goals of the organization
- (d) Dynamic long rang and cover the overall activities.

Employee Commitment

Commitment, believed to be a “taken for granted assumption for directing behaviour (Martins and John, 2006) recent studies have conceived commitment in two distinct ways. The orthodox approach refers to an organization as an effective attachment and identification. Cooper Jeffery (2006) defined commitment as the relative virtue of an individual's involvement with or in an organization. Based on the difficulty in relating the variations in employee commitment, contrasting views emerged that defined it as the binding on an individual's to behavioural acts (Richard and Fred, 2000) The approach sees commitment to be in terms of lost to the individual. In other words, individuals are more likely to be in an organization if the organizations' binding is high.

To understand employee commitment better, behavioral approach can be taken into consideration, which equally means how well an employee is able to manage and stratify needs owing to the facts that if involves expenditure of energy and effort on the part of the employee.

According to Strichand (2005), employee commitment in an organization is based on affinitive, normative, calculative and altruistic.

1. **Affective Commitment:** Affective commitment, has to with the emotional attachment an employee has to attain in an organization, which enables the employee serve the organization because they enjoy it (Azuka, 2006)
2. **Normative Commitment:** This commitment is based on believe moral obligation Thomson, (2005) obligation. It is not just based on profit, but the understanding that it is the right thing to do (Randualt and Cote, 1990). In other words, normative commitments are a moral commitment Thomas, 2000).
3. **Calculative Commitment:** This was propounded by Etzioni (1961), as a give and take affair; It is based on reward, promotion, recognition. Parley and Goulci (1988) went further to describe that calculative commitment is based on receiving inducements, natural exchange. According to Kaplan and Norton (2002), this commitment is based on future forecast of benefit.
4. **Altruistic Commitment:** In this instance, the primary concern of the employee is the organization. Employees in such instances put the organization first, laying aside their personal benefits, that is the organization comes first.

Methodology

Research Deign

Research design is a plan of study that guides the researcher in seeking answers and solutions to research questions. The study employee the survey research design

Population of the Study

This study was restricted to selected telecommunication industry in the different departments of the various branches in the three telecommunication industries: MTM, Glo and Airtel Nigeria, giving a total of 91 people.

Sample Size and Sampling Procedure

The sample selection of the selected telecommunication industries identified by the population was done randomly through a probabilistic sampling technique, involving determinative deduction. The sample size was determined through simple statistical technique. In this instance, the formula was applied and gave rise to the sample size of 60 people.

Instrument of Data Collection

Questionnaire both structured and unstructured was administered by direct contact, with elements of the sample size.

Validity and Reliability of Instruments

The major concern of this study was whether the answers seemed to give what the questions proposed to measure in order to achieve the validity of the instrument. The questionnaires containing the questions were submitted to two experts in research methods for corrections and other necessary inputs. 15 copies was administered to respondents from the selected sample size in order to evaluate their responses. The respondents made the test valid by answering the questions for the study. This effective measurement of what ought to be.

Data Analysis Techniques: The study employed the parametric tool of Pearson product moment correlation coefficient.

Table I: Questionnaire Distribution and Retrieval

Categories of personnel	No of questionnaire administered	No of question retrieved	No useful	Successes
Administrative staff	15	15	14	28
Middle level staff	25	23	22	44
Lower level staff	20	17	14	28
Total	60	55	50	100

Source: Survey Data, 2017

Research Question 1: How does various Human Resource management (HRM) action such as policy making, influence employee task commitment management in an organization?

Table 2: Influence of organization policies on employees Task commitment

S/N	Questionnaire items	AS (5)	A (4)	U (3)	D (2)	SD (1)	X	Total
a	Organizational political is the reason for your commitment	15 75	27 108	5 15	2 4	1 1	4.06	203
b	You are committed based on the knowledge you have about the organizations policies and objective	7 35	35 100	5 15	2 4	1 1	3.9	195
c	The organizations policies keep employees at a competitive edge, therefore prompting them be committed	12 60	24 96	9 27	3 6	2 2	3.82	191
d	Employees are obligated towards the implementation of organizational policies	18 90	19 76	8 24	3 6	2 2	3.96	198

Source: Survey Data, 2017.

Table 2 shows the extent to which organizational policies influence employees' task commitment, based on the mean score of 4.06. It clearly shows that the respondents strength amounts to strongly means that the organizational policies is a major reason for employee task commitment. Prior to the B part of the question item of the table, data also shows a mean value of 3.9, which indicates that respondents strength amount to the 'Agreed option', which means that employees commitment based clearly on the knowledge they have about the organization's policies, and objectives.

More so to the C part of the questionnaire items, a mean value of 3.82 was given, indicating that respondents strength amounts to the 'agreed' option, which virtually means that organizational policies keep employees at a competitive edge, and the fore, prompts them to be committed. Conclusively, the 'D' part of the table shows a mean value of 3.96, meaning that respondents' strength amounts to 'agreed' option, indicating that employees are also obligated towards the implementation of organizational policies.

Research Question 2: What positive impact can various employee commitment approaches contribute towards the growth of the organization?

Table 3: Influence of commitment approaches on employee commitment towards, task

S/N	Questionnaire item	SA (5)	A (4)	U (3)	D (2)	SD (1)	X	Aggregate Score
a	Normative-Based commitment based on the moral standard to do the right thing	29 145	20 80	1 3	- -	- -	4.56	228
b	Calculative-Base commitment (you're committed based on the failure speculation you have on the success of the organization)	10 50	24 96	11 33	5 10	- -	3.78	189
c	Affective-Base commitment (you're committed based on the emotional attachment you have for the organization).	5 25	18 72	11 33	13 26	4 4	3.2	16
d	Altruistic-Base commitment (you're committed based on the fact that the organization comes first)	8 40	24 100	8 24	7 14	2 2	3.6	180

Source: Survey Data, 2017

Table 3 above shows the extent various commitment approaches influence employee commitment towards task in a work organization, via a mean value of 4.16. It clearly shows that the respondents agreed to the “Strongly Agreed” option; in other words; normative-based commitment, on the ground of moral to do the right thing is the reason for employee commitment.

Also inclusive in value for calculative-based commitment was given thus as 3.78, which undoubtedly indicates that respondents “Agreed” vehemently to the “Agreed” option stating that they are committed towards tasks based on the future speculation they have on the success of the organization. The 'C' part of the above table questionnaire items also showed a mean value of 3.2, which indicates that respondents agreed favorably to the “Agreed option” stating that affective-based commitment is the reason for their commitment.

Finally on this table, the altruistic-based commitment showed a mean value of 3.6, indicating that respondents agreed more to the “Agreed” option, stating that they are committed based on the fact that the organization comes first.

Research Question 3: To what extent do such human resource activities, as compensation, affect employee commitment in an organization?

Table 4: Influence of compensation on employee commitment towards task

S/N	Questionnaire item	SA (5)	A (4)	U (3)	D (2)	SD (1)	X	Aggregate Score
a	The organization gives promotional offer to committed reason for our commitment towards task	12 60	13 52	16 48	7 14	2 2	3.52	176
b	The salary scheme for the firm is worth being committed to any given task	5 25	18 72	15 45	9 8	3 3	3.26	163
c	Committed based the monetary values given to increased output as a result of task commitment of the of the organization towards, task	4 20	13 52	19 57	13 26	1 1	3.12	156
d	Our firm encourage commitment by giving additional incentives to committed employees as purely input based	5 25	25 100	16 48	4 8	- -	3.62	181

Source: Survey Data: 2017

Table 4 above shows the extent to which compensation influences employees commitment towards task. Thus, a mean value of 3.52 indicated that responded agree to the “Agreed” option that the organization gives promotional offer to committed employees is the reason for their commitment towards task. However, if also gave another mean value in the B part of the questionnaire item of the questionnaire item of 3.25 stating that respondents agreed to the “Agreed option” of the salary scheme for the form is worth being committed to any given task. Prior to the data above, the 'C' part of the table showed a mean value of 3.12, indicating that respondents agreed to the “Agreed option” which means that commitment is based on the monetary values given to increased output as a result of task commitment. Finally, to this data, the above table also gave a mean value of 3.62, indicating that respondents agreed to the “Agreed” option; which means that their firm encourages commitment by giving additional incentives to committed employees.

Research Question 4: To what extent do actions such as training and development influence employees commitment in an organization?

Table 5

S/N	Questionnaire item	SA (5)	A (4)	U (3)	D (2)	SD (1)	X	Aggregate Score
a	Our organization encourages development programs	8 40	32 138	3 9	5 10	2 2	3.78	189
b	My firm is respondents for my training and improving my professional and technical knows-how	10 50	23 92	5 15	10 20	2 2	3.58	179
c	My firm invest so much to train and develop its employees	4 20	21 84	18 54	6 12	1 1	3.42	171
d	My firm encouraging development also gives room for employees to develop themselves via self-improvement	17 85	18 72	12 36	3 6	- -	3.98	199

Source: Survey Data, 2017.

From table 5 above, data shows the extent to which training and development influences employees embedment, giving the various mean value thus, our organization encourages development programs with a mean value of 3.78, which implies that respondents agreed to the “Agreed” option. Adding to this data, the 'B' part of the questionnaire item also showed a mean value of 3.58, meaning that respondents agreed to the “Agreed” option of their firm being recoupable for training and improving their professional and technical know-how. More to the questionnaire items, another mean value of 3.42 was given, indicating that respondent agreed to the “Agreed” option that their firm invest so much to train and develop its employees.

Finally, on the 'D' part of the table, data also shows another mean value of 3.98, which implies that respondents agreed to the “Agreed” option of their firms giving room for employees to develop themselves via self-improvement.

Decision: From the mean values given in various tables, there is a relationship between the role human resource management and employee task commitment in the telecommunication industry.

Discussion of Findings

Organizational policies are usually adopted by the Board, Senior body executives, such as human resource managers which insist on both subjective and objective decision making by management policies itself is gotten from alternatives to guides and determine present and future decisions in organization matters, and also used to achieve recruiting objectives and maintain employment status, which has to do with employment and basic requirement, but the kind of policies being laid by down can be a determining factor of performance and the organization's management signals, through word and deed that its employees are dispensable, if is not likely to generate much loyalty commitment, or willingness to expand extra effort for the organization's benefit (Thompson, S. 2002).

This help the organization structured with a clear line of authority. The knowledge of an organization's policy is also a major determinant for employment related issues, training promotion, wages, collective bargaining, industrial relations, selecting the right personnel for a task health and safety, etc. (Okere, 2013). Organizations management should focus on results, and personnel should be enabled with the flexibility, authority, and accountability to link acting of employees to meaningful outcomes. A person with an internal locus of control is alert to opportunities and tends to achieve that events are contingent upon his/her own behaviour or his/her relatively permanent characteristics.

Those with an external locus of control tend to see their actions as less effective in producing outcomes because of lack of power or predictability because of great complexity of the forces, management and external factors. To advance commitment employees should be given proper orientation to their organizations, departments, work units and dynamics, arising there from; personnel who reach across organizational boundaries to leverage resources for high priority purposes should be recognized. Highlight best practices, demonstrating the value of accessing, not necessarily owning resources, develop unique and flexible resources of competitive advantages that are valued by employees.

At all levels, human resource personnel use slack resources such as time, money and materials for idea development that supports the employees more in their various commitments. However, some organizations enhance a flat and flexible structure, through commitment of practice (Armstrong 2009) other teams with adaptable role definitions, authority and responsibilities that are contingent on changing circumstances aligned with environment and tracery. To enhance compensation (based on reward philosophy) in order to enable more commitment, organizations should go beyond tenure-based rewards and link short and long-term strategy goals performance results and creative compensation, such as indirect pay, direct pay recognizing challenging work, and training opportunities.

No doubt that employees are seen as individuals or groups that can influence or affect the achievement and achievement of the organization's objectives, the development of fair and equitable wages and salary system is very crucial to the development of virile workforce. The amount of money an individual earns influence his consumption pattern, health, attitude, behaviour and commitment to the firm employees may not need to be overpaid in order to avoid unduly prices for the services of the organization, except for an employee that has the four basic commitment approaches at hart while serving; they should not be underpaid, as that would give rise to employee dissatisfaction and loss of interest for the job. Research has suggested that long-term organizational success depends upon the organization's ability to create value and satisfaction for a variety of stakeholder, one of which are the organization's employees (Richard, L. D. & Marcic, D. 2007).

More to this analysis, training and development increases the skill level of employees and enable them to give their best. If employee as are not formally trained, them the organization will fail to get the best out of them organization that spend so much to give

quality training to their employees in return gets a high level of commitment from them, as they enjoy and derive pleasure and satisfaction, based on soundness of knowledge on the job or task given and it also helps employee to develop greater pride in, and identify with the organization. Employee's ability to develop self via self-improvement could be one of the best ways of development through information acquisition, share interpretation and creative exploration for further experimentation and development, unorganized information, seeing patterns and extracting order from the mess (Dapper, 2005). In addition, discipline cannot be over ruled in ensuring employee commitment in the organization.

Personnel manager adopt different disciplinary measures such as suspension, termination, dismissal off the job to uncommitted employees; such actions trigger employee commitment for the fear of not losing their job, but other measures could also be used, such as drawing the attention of the short-coming via writing (this is also known as positive discipline) depending on the kind of offence. However, an organization that wants to achieve optimally will avoid nonchalance, and give discipline to defaulted employees, where necessary and reward committed employees with reasonable input and output.

Conclusion

Any well-established organization with adequate human resource management ability should accommodate the needs of employees, and influence the effectiveness of employees and organization simultaneously (Inyang, 2002). Results from multivariate data analysis indicated that human resource management, act of making policies, compensation, disciplines, training and development relates with employee commitment.

Conclusively, the role of human resources management in an organization cannot be ignored if the organization wants to maintain adequate commitment from its employees toward the achievement of objectives.

Recommendations

Based on the findings of the study, the study recommends that in order for organizations to achieve a high level of commitment from employees.

1. There should be rigorous selection procedures and hard-nosed willingness to remove those employees who do not fit in the organization's policies and culture.
2. Substantially above-average compensation (combined with monetary and non-monetary value) should be ensured; in other words, if you want to recruit outstanding people, and want them to stay with the organization, paying more will be helpful even if not absolutely necessary.
3. Extensive training focused on the delivery of value as defined by the organization should be made.
4. There should be acute encouragement and facilitation of employee involvement.
5. Operating managers should identify which tools will be most effective in the organization to attract employee commitment.
6. There should be strife to convert employee values to organization's use.

7. Respect for employees should be mandatory; that is there should be deliberate effort to create value for employees, guiding their unique.

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