

HUMAN RESOURCE DEVELOPMENT AND ORGANIZATIONAL PERFORMANCE IN LOCAL GOVERNMENT COUNCILS, RIVERS STATE, NIGERIA

Maxwell Nwinye
 Department on Management, Faculty of Management Sciences
 University of Port Harcourt

ABSTRACT	KEY WORDS
<p>This study examined human resource development and organizational performance in local government councils, Rivers State, Nigeria. The researcher concentrated on training and mentoring as measures of human resource development whereas customer satisfaction and employee satisfaction were carefully regarded as proxies of organizational performance. Population size for the study was 341 employees selected from 12 local government councils, Rivers State. The sample size was 184 employees including head of personnel management (HPM), director of budget, and senior staff chosen from local government councils. Taro Yamane’s formula was used to determine the sample size. The researcher adopted a cross-sectional descriptive research design random sampling method. Instrument used for data collection were primarily questionnaire and information from Rivers State local government service commission bulletin. The hypotheses were tested using spearman correlation coefficient. The findings indicated that there was significant positive relationship between training and customer satisfaction in the local government councils. The researcher concluded that an increase in human resource development leads to high performance in local government councils. The researcher also recommends that chairmen of local government councils should provide opportunities for training of both employees and political appointees to create customer satisfaction and high performance or dividend of democracy.</p>	<p>Human resource development, Training, Mentoring, Organizational performance.</p>

Introduction

Human resources play a vital role in every organization. Even if the local government council has plenty money, good information with conducive facilities but where the level of manpower is poor, the council may not achieve adequate productivity. Sullivan (2011) emphasized that global competition has created a rapid step of change which requires organizations to update the skills of employees with low skills or experience, necessary for competitive advantage. Ordinarily, the role of head of personnel management (HPM) in local government council, is to develop processes or policies that could increase workers knowledge, learning, and skill development while minimizing the level of absenteeism, low

performance, to achieve high productivity. The chairmen of local government councils are to invoke competitive intelligence by training and developing the workers to compete with other organizations in order to increase profitability and productivity. Coleman (1988) described human resource development as a process of improving the individual's knowledge, skills, and abilities that are needed for changes in economic growth. The employees knowledge, skills, and learning could be efficient through a formal training and education. Rodrigues et al. (2010) also classified human resource development as form of competencies such as skills and technical knowhow available in an economy. Noudhaug (1998) declared that human resource development influences performance and sustainability in any economy system. Similarly, human resource development refers to the process by which the organization empowers their employees to acquire knowledge, skills, and abilities through strategic planning with the aim of performing various tasks. It is also a management strategy of helping workers to become experts in their career.

Human resource is the most dynamic asset of all the organizations which needs substantial attention by the local government administration, essential to realize employees full potentials at work. Barney (1991) noted that human resource development is very decisive in attaining leadership, innovation, motivation, training and development, flexibility, speed, adaptivity, discovering and exploiting business opportunities. Organizational performance entails the comparison of an organization's goals and objectives with its actual performance in three distinct areas like market performance, financial performance, and shareholders value (Milah, 2018). Thus, organizational performance is the extent to which an organization achieved its objectives, profit, and survival (Arnold, 2004). Organizational performance relates to act of producing what the market needs, using the fewest possible inputs to achieve efficiency. It is an organizational level of output or productivity, job satisfaction, and effectiveness. However, the chairmen or managers do not realize the importance of having efficient manpower and improving the human resource as one of the key elements that contributes to achievement of organizational performance. This attracted the passion for this study, which examines human resource development and organizational performance in local government councils, Rivers State, Nigeria.

Literature Review

Human Resource Development

Human resource development denotes the process of acquiring and increasing the number of workers who have the skills, education, and experience that are indispensable for economic growth and survival of an organization (Okojie, 2005). Among all the factors of production, only humans that are capable of learning, innovative, adapting, and creative. Ejere (2011) postulated that human resource represents the human factor in the production process and imbedded with the combined competencies, knowledge, skills and abilities of the workforce. Human resource development (HRD) is the province that performs core function in an organization for the improvement of personal and professional skills, knowledge, and capabilities of workers. Warshauer (1988) claimed that human resource development includes training, mentoring, coaching, career development, organization development, knowledge management, and succession planning. Besides, human resource development helps both organizations and employees to achieve maximum satisfaction and work goals. In affirmation, Harbison (1973) unveiled that human resource development is the deliberate and continuous process of acquiring requisite skills, knowledge, and experiences that are useful to produce economic value for driving

sustainable national development. If companies or councils did not invest in training and development of employees, the thought of having productivity, expanding agriculture, and sustained economic growth may be a joke and not reality. Indeed, organizations that implement human resource development are capable of benefiting from industrialization, socio-economic and political transformation. Dauda (2010) noted that the level of socio-economic development across nations is not only attributed to natural resources, physical capital, and endowments but to the quality and quantity of human resources.

The wealth and prosperity of nations depend on the development of people and the effective commitment of their energies and talents. Human resource development constitutes the ultimate basis for the wealth of nations and exploitation of natural resources (Harbison, 1973). Furthermore, inadequate human development, poor policy, and personal gain infrastructure, have contributed to mismanagement or misuse of resources at the local government councils. A country's competitiveness in the new international economic order (NIEO) is strongly related to the quality of her workforce. Hence human resource development is indisputably a necessity for any meaningful programme of socio-economic development of Nigeria (Soryadian, 2000). Moreover, Mullins (1993) narrated that human resource development could be in form of ceremonial programs, workshops, college course, classroom training sessions, and mentoring of subordinates by their superiors. Organizations that intend to grow and become more effectively utilize an extensive portion of their resources in human resource development.

Training: Training connotes a systematic approach to learning and development to improve workers, team, and organizational effectiveness (Goldstein & Kraiger, 2002). Training entails the systematic modification of behavior through learning which occurs as a result of education, instruction development, and planned experiences (Owens, 1998). Training is the systematic process of improving or advancement of individual attitude, skill, and behavior pattern required to perform adequately a given task. Training tried to change the behaviour of the employee in the organization to increase employee's skills according to establish standard. The organizations apply training tool when they want to change process of manufacturing or service, to acquire a new skill for better career paths and employability. Manpower training and development has the key role in improving knowledge and skills of workers in the organization. Human resource professionals are also very important for local government council or any organization (Yoder, 1993). When organizations train and develop their employees, they may have optimal performance. Apparently, implementation of training system in company could expand some factors namely job satisfaction, productivity, customer satisfaction, employee confidence, revenue, and increased profit (Aktar & Pangil, 2017). Effectiveness of training and manpower development could lead to enhancement of salary, technical skills, improve profit, productivity, and employee's performance in a local government council (David, 2008). Organizations that fail to train and transfer knowledge to the employees are likely to face some difficulties in competing with other firms. Newstrom & Davis (2001) stated that training enables workers to enhance efficiency and effectiveness.

Training plays a significant role in maintaining sustainability, development of organizations, increasing productivity, as well as enhancing performance and ultimately putting companies in the best position to face competition (Boldizzoni, 2008). This suggests that, there is a significant relationship between organizations that train their employees and organizations that do not. Only few employees that perhaps

loyal to the executive chairman of the local government have received little training and development (Ighodaro, 2005). Consequently, the chairmen are obliged to put strategies and policies into action to ensure that employees are properly trained in order to meet the standards of the growing technology. Egungwu (2002) pronounced that organizations that is committed to generate profits and providing quality service for its customers, stakeholders, must invest in the training of employees.

Mentoring: Ensher and Murphy (1997) described mentoring as strong caring relationship in which individuals with more experience work with less experienced persons to promote both professional and personal development. Eric (1999) asserted that mentors are persons who guide or lead others along the journey of our lives, they cast light on the way ahead, and interpret hidden signs. Mentoring signifies a process where the principal or mentor teaches the subordinate or the mentee how to perform effective job. The beneficiary of the process is called the mentee. Employees that are mentored enjoy higher self-assurance, self-confidence, and self-efficacy. Mentoring is expressly important to new employees, new career professionals, first-generation university students, and those entering fields dominated by persons of a different gender or race (Soryadian, 2000). Mentoring does not only convey formal academic knowledge and provides socialization experiences into mentee chosen discipline, but also reinforced the employee's confidence and professional identity (Zachary, 2000). Mentors who claimed to perform the roles of mentorship without equipping themselves with the competitive knowledge are often disappointed and dissatisfied.

Ordinarily, mentors need to be comfortable in using a range of process skills through motivation for engaging in a mentoring relationship. However, if the mentee is not ready to assume the degree of responsibility, the mentor has to develop the mentee's capacity for self-direction over the course of the relationship. Moreover, considering the growing need for ultimate learning in all sectors of work and community life, it may be more desirable for an employee to have multiple mentors. In order to have a solid foundation for an effective mentoring relationship, mentor's ought to have a clear understanding of their own personal journeys and needs of the mentees. Ensher et al., (2003) disclosed that a constructive discussion is no-fault, blameless, and reflective conversation about the process and content of the learning. Thus, both mentors and mentees exchange, knowledge and how they may apply and leverage that knowledge in the future. Zachary (2000) advised that even when a mentoring relationship has become tormented with problems, to reach a learning-focused conclusion could covert the whole experience into a positive result.

Organizational Performance

Arnold (2004) indicated that organizational performance is the degree to which an organization achieved its objectives. Basically, three economic goals such as growth, survival, and profitability determine the future of viable business organization. Apparently, organizations without adequate performance data are likely to go windup or closure. Organizational performance symbolizes the ability of the firm to utilize human and material resources to boost productivity, efficiency, profitability, and job satisfaction. The performance of a local government council and related firms is centered on availability of durable infrastructures, agriculture, factories, survival, and profitability (Novak, 2017). Performance is the yardstick for measuring the success and progress of any effective organization (Nwude & Uduji, 2013). Measuring performance is a vital part of monitoring an organization's progress (Nzewi & Ojiagu, 2015). It encompasses measuring the actual performance outcomes or

results of an organization against its intended goals. Okpara and Kenny (2019) noted that the end result of activity and the appropriate measure carefully chosen to assess corporate performance depends on the type of organization and the objective to be achieved through that evaluation. Ogoji and Agbaeze (2018) declared that if the employees in an organization are to perform their duties and make meaningful contributions to the success of organization, they have to acquire relevant skills and knowledge through training.

Organizational performance cannot be successfully achieved in a vacuum without employee's training (Novak, 2017). Organizational performance has been the most important issue for every organization either profit or non-profit oriented. Indeed, organizational performance is domineering towards meeting the demands of an increasingly complex and dynamic environment. Knowledge and effective decision making are helpful in organizational performance which entails getting focus on important goals, and involving others in achieving them. Organizational performance is accomplished through indicators like employee satisfaction, customer satisfaction, innovation, effectiveness, and efficiency (Kenny, 2019). However, for the purpose of this work, the focus is on two measures of organizational performance such as employee satisfaction and customer satisfaction.

Customer Satisfaction: Customer satisfaction relates to organization's ability to attract and retain customers and to improve customer relationship over time (Khan & Fasih, 2014). Ordinarily, Coelho and Henseler (2012) argues that customer satisfaction denotes psychological, social, and physical variables, which correlate with the concept of a satisfied customer. Chen (2010) advocates that customer satisfaction is the result of a customer's comparison of perceived quality and actual service performance. Customer satisfaction entails the degree to which a consumer believes that the use of a specific service may induce positive feelings. Although, customer satisfaction symbolizes the physiological state of human feeling associated with the conformity or nonconformity of a perceived quality of service during and after service experience (Kaura, et al., 2012). In addition, customer satisfaction is conceived as happiness, pleasure, based upon the kind of service organizations rendered to the customer at a specific purchase instance. Customer satisfaction could also be influenced by service features, product perceptions, price, and service quality. However, customer perception has a direct effect on how customers evaluate the service (Liu & Jang, 2009). The success of business organizations or local government councils depend on the satisfaction of the customers. There are two categories of customers in every organization namely internal customers and external customers. Internal customers include employees and employers while external customers represent the people or grass root members, suppliers, agents, buyers, and distributors who evaluate the quality of service of the organization. Whenever a local government council is about to start a project, the needs or satisfaction of the people have to come first before the personal gain of the chairman (Karatepe, 2011). Any organization that tries to satisfy the customers may remain in the top position in a market. Customer satisfaction is the key component that plays a dynamic role to expand the market value. Indeed, customers are those individuals who buy goods and services from the market or organization that meet their desires. They are also those persons that benefit from the services or projects of an organization. Customers purchase services or products to fulfil their expectations in terms of money. Consequently, companies and local government councils are to determine their pricing with the quality of the product or service, that attracts the customer in order to maintain the long-term affiliation. Caruana (2002) stated that when local government councils provide overflowing services, projects

equivalent to their monthly allocation, it could increase the satisfaction of customers and maintain the long-term relationship between the people and the organization. Existing customer uses the good work of an organization to attract the new customers by providing or sharing the information about the products and services of the organization. If a customer's satisfaction is earned, it leads to customers, followers, and employee loyalty. Moreover, in the absence of the customer, a business organization cannot not exist. Godson (2009) noted that to increase the number of the customers, development of customer's satisfaction is very imperative to achieve business goals.

Employee Satisfaction: Employee satisfaction is indispensable to the success of any business. Investing in professional development for workers could lead to greater job satisfaction. New Cranny et al., (1992) considered employee satisfaction as the mixture of affective reactions to the differential perceptions of what the employee wants to receive compared with what he actually receives. Moyes et al. (2008) insisted that employee satisfaction may be described as the happiness or pleasure which the employee gets from his position of employment. Employee satisfaction signifies employee reasoning and affective evaluation of the benefits from his job. Keeping the morale of workers high could be of fabulous benefit to any organization, as happy employees are likely to be serious with their jobs, produce more, reduce absenteeism, and stay loyal to the company. Apparently, emotional state of the employees may also affect their satisfaction. Therefore, organizations have to make their workers happy by providing basic needs, training, and achievement which attract job satisfaction. Organ and Ryan (1995) noted that employee satisfaction is one of the conditions of organizational citizenship behavior, where a satisfied employee is willing to add more efforts towards productivity and contributes to the effectiveness of the organizations. Employees appears to be one of the most significant pillars on which the building of organization stand. Organizations have many resources that may be divided into physical and human resources. Utilization of non-human or physical resources is not possible without the efforts of the employees or human resource. Accordingly, human resource is the asset that enables organizations to gain from other sources. Schneider (1987) emphasized that satisfied employees offer huge returns to organizations as well as improving job performance. When employees are dissatisfied, they are likely to exhibit low performance or lack of concern for organizational needs. Kreitner and Kinicki (2006) narrated that workers are discourage when they observe limited opportunity for growth, high stress, delay in promotion, poor communication network, and lack of recognition.

Methodology

The researcher employed cross sectional descriptive research design. The decision to apply this design helps to understand the entire selected participants. Population of the study covers 341 selected employees from 12 local government councils in Rivers State. The selected employees include head of personnel management (HPM), director of budget, and senior staff. In this study, the workers were randomly chosen to enhance result accuracy. Information regarding the number of selected employees in 12 local government councils was disclosed through Rivers State local government service commission bulletin. Primary and secondary data were useful with the aid of questionnaire. Taro Yamane's formula was applied to discover a sample size of 184 employees available for the scientific enquiry. Copies of questionnaire were distributed to the participants for the purpose of collecting data. The questionnaire was organized as human resource development and organizational performance

questionnaire (Cohen et al., 2011). It was also divided into three sections like section A, B, and C, where A represents participants profile, B focused on independent variable, and C deals on dependent variable. These questions were stated in an ordinal scale using the 5-point Likert's scale of 1 (strongly disagree), 2 (disagree), 3 (neutral), 4 (agree), and 5 (strongly agree). Spearman rank correlation coefficient was utilized as the statistical instrument for this study. The reliability of the research instrument was confirmed in Cronbachs Alpha, where if the result is above 0.70, it shows that the research instrument for the study was reliable.

Table 1

Participant Population

	Local Government Councils in Rivers State	Selected Employees
1	Ahoada East	21
2	Etche	24
3	Omuma	21
4	Ahoada West	20
5	Degema	22
6	Eleme	23
7	Asari-Toru	20
8	Emohua	25
9	Ikwerre	29
10	Khana	31
11	Obio-Akpor	57
12	Port Harcourt	48
	TOTAL	341

Source: Rivers State Local Government Service Commission Bulletin, 2022.

Hypotheses formulated for this study include:

H₀₁: There is no significant relationship between training and customer satisfaction in local government councils, Rivers State, Nigeria.

H₀₂: There is no significant relationship between mentoring and employee satisfaction in local government councils, Rivers State, Nigeria.

Results and Discussion

Test of Hypotheses

H₀₁: There is no significant relationship between training and customer satisfaction in local government councils, Rivers State, Nigeria.

HA1: There is significant relationship between training and customer satisfaction in local government councils, Rivers State, Nigeria.

Table 2

Spearman Correlation Coefficient between Training and Customer Satisfaction

Correlations			Training	Customer Satisfaction
Spearman's rho	Training	Correlation Coefficient	1.000	.974**
		Sig. (2-tailed)	.	.000
		N	184	184
	Customer Satisfaction	Correlation Coefficient	.974**	1.000
		Sig. (2-tailed)	.000	.
		N	184	184

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

The results proved that p-value is 0.000 and r-value is 0.974 which means the relationship between training and customer satisfaction is statistically significant. The illustration indicated that p-value is less than 0.005 and the null hypotheses is rejected. When local government councils offer appropriate training to employees, they may express happiness, satisfaction, which lead to customer satisfaction or improved performance.

H02: There is no significant relationship between mentoring and employee satisfaction in local government councils, Rivers State, Nigeria.

HA2: There is significant relationship between mentoring and employee satisfaction in local government councils, Rivers State, Nigeria.

Table 3

Spearman Correlation Coefficient between Mentoring and Employee Satisfaction

Correlations			Mentoring	Employee Satisfaction
Spearman's rho	Mentoring	Correlation Coefficient	1.000	.980**
		Sig. (2-tailed)	.	.000
		N	184	184
	Employee Satisfaction	Correlation Coefficient	.980**	1.000
		Sig. (2-tailed)	.000	.
		N	184	184

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

In Table 3, the results showed that p-value is 0.000 and r-value is 0.980 which disclose that the correlation between mentoring and employee satisfaction is statistically significant. This advocates that the p-value is 0.000 which is less than 0.005, hence, null hypothesis is rejected while the alternative hypothesis is accepted. Thus, the r-value is 0.995 which indicates a high positive significant relationship among the variables. It unveils that an increase in mentorship may generate more employee satisfaction, where the senior employees could add value to dividend of democracy.

Discussion of Findings

Hypothesis one results show that there is significant positive relationship between training and customer satisfaction in local government councils, Rivers State. The findings illustrate that when the employees in the local government councils are properly trained, they may demonstrate satisfaction but in exchange they become creative, skillful, to enhance performance and customer satisfaction. This result is similar to Milah (2018) who investigated the impact of employee job satisfaction towards organizational performance. A study of private sector employees in Kuching, East Malaysia. The findings reveal that extrinsic or intrinsic motivation given to workers in an organization has a significant influence on the worker's performance and customer satisfaction. Similarly, the findings are consistent with Aktar and Pangil (2017) who stated that, implementation of training system in organizations could expand some factors namely job satisfaction, productivity, customer satisfaction, employee confidence, revenue, and increased profit. The results in hypothesis two, disclose that there is significant positive relationship between mentoring and employee satisfaction in local government councils, Rivers State. This indicates that when top executives or employees mentor their subordinates by teaching, transferring knowledge, guiding the workers as well as political appointees against failure, there is the possibility of having job satisfaction and organizational performance. This result is also in harmony with Mehmet et al. (2014) who examined analysis of relationship between organizational learning capacity and organizational performance. A case study of banking sector in Nigeria. It was found that mentoring of employees contributes to job satisfaction and high productivity in the organization.

Conclusion

The findings reported in this study reveal that training has an impact on the performance of employees and organization. Results display that when a systematic approach is adopted in selection of employees for training without discrimination, it enhances performance and customer satisfaction. This result is basically consistent with some of the literatures available for this study. Organizational performance could be achieved through the implementation of the measures of human resource development such as training and mentoring. Therefore, the researcher concludes that there is significant positive relationship between training and customer satisfaction. Availability of mentoring influences employees job satisfaction. An increase in human resource development leads to high performance in local government councils.

The recommendations:

- i. Chairmen of local government councils and supervisors should provide opportunities for training of both employees and political appointees. The selection should be based on merit or fairness and

the training must be on human needs to create customer satisfaction and high performance or dividend of democracy.

- ii. Chairmen of local government councils and head of local government administrators (HLGA) should promote mentoring where the workers could learn, acquire skills, transfer knowledge, to enhance self-fulfilment needs of the employees and job satisfaction.
- iii. Local government councils should give attentions to human resource development which serves as a major confidence booster for employees to improve job performance.

References

1. Aktar, A. & Pangil, F. (2017). The relationship between employee engagement, HRM practices and perceived organizational support: Evidence from banking employees. *International Journal of Human Resource Studies*, 7, 1-9.
2. Arnold, (2004). Organizational performance. *Harvard Business Review*, 9(10), 50-75.
3. Barney, J. B. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17 (1), 99-120.
4. Boldizzoni, E. (2008). Means and ends: The idea of capital in the West. Palgrave Macmillan.
5. Caruana, A. (2002). Service loyalty: The effects of service quality and the mediating role of customer satisfaction. *European journal of marketing*, 36(7/8), 811-828.
6. Coelho, P. S. & Henseler, J. (2012). Creating customer loyalty through service customization. *European Journal of Marketing*, 46, 331-356.
7. Cohen, L., Manion, L., & Morrison, K. (2011). *Research methods in education* (7 ed.). Routledge.
8. Coleman, J. S. (1998). Social capital in the creation of human capital. *The American Journal of Sociology*, 9(4) 95 – 120.
9. Dauda, R. O. (2010). Role of human capital in economic development: An empirical study of Nigerian case. *Oxford Business and Economics Conference Program*.
10. Egungwu, S. (2002). Enhancing productivity: Strategies and problems management. *Intec*.
11. Ejere, S. I. (2011). Human capital formation as catalyst for national development: Nigeria in perspective. *International Business and Management*, 2(2), 98-104.
12. Ensher, E. A., & Murphy, S. E. (1997). Effects of race, gender, perceived similarity, and contact on mentor relationships. *Journal of Vocational Behavior* 50(3), 460-481.
13. Ensher, E. A., Heun, C., & Blanchard, A. (2003). Online mentoring and computer-mediated communication: New directions in research. *Journal of Vocational Behavior*, 63, 264–288.
14. Eric, P. (1999). The manager as coach and mentor. *International Coaching Psychology Review*, 2(3), 199-224.
15. Godson, M. (2009). *Relationship marketing*. Oxford University Press.
16. Goldstein, I., & Kraiger, F. (2002). Review of benefits of training and development. <http://www.annualreviews.org/123756788/pdf>
17. Harbison, F. H. (1973). *Human resources as the wealth of nations*. Oxford University Press.
18. Ighodaro, E. (2005). *Human capital development*. Ethiope Publishers.
19. Karatepe, O. M. (2011). Service quality, customer satisfaction, and loyalty: The moderating role of gender. *Journal of Business Economics and Management*, 12(2), 278-300.
20. Kaura, V., Datta, S. K., & Vyas, V. (2012). Impact of service quality on satisfaction and loyalty: case of two public sector banks. *Vilakshan: The XIMB Journal of Management*, 9(2), 65-76.

21. Kenny, S. V. (2019). Employee productivity and organizational performance. A theoretical perspective. MPRA Munich personal RepEc Archive. 01-10.
22. Khan, M. M., & Fasih, M. (2014). Impact of service quality on customer satisfaction and customer loyalty: Evidence from banking sector. *Pakistan Journal of Commerce and Social Sciences*, 8(2), 331
23. Kreitner, R., & Kinicki, A. (2006). *Organizational behaviour*. McGraw Hill.
24. Mehmet, F., Aminu, A., & Aburrahim, E. (2014). Analysis of relationship between organizational learning capacity and organizational performance. A case study of banking sector in Nigeria. *Arabian journal of business and management review*, 2(1):1-10.
25. Milah. M. M. (2018). The impact of employee job satisfaction towards organizational performance. A study of private sector employees in Kuching, East Malaysia. *International journal of Science and Research Publications*, 8(12),270-278.
26. Milkovich, G. T., & Boudreau, J. W. (1997). *Human resource management*. Irwin McGraw-Hill.
27. Moyes, G., Shao, L., & Newsome, M. (2008). Comparative analysis of employee job satisfaction in the accounting profession. *Journal of Business & Economic Research*, 6(2), 65-81.
28. Mullins, L. J. (1993). *Management and organizational behavior*. Pitman Publishing.
29. New Cranny, C. J., Smith, P. C., & Stone, E. F. (1992). *Job satisfaction: How people feel about their jobs and how it affects their performance*. Lexington.
30. Newstrom, J., & Davis, K. (2001). *Organisational behaviour: Human behaviour at work*. McGraw-Hill.
31. Noudhaug, (1998). Maximizing your return on people. *Harvard Business Review*.
32. Novak, A. (2017). Knowledge management and organizational performance. Literature review. *Technology, innovation, and industrial management*, 433-440.
33. Nwude, E. C., & Uduji, I. J. (2013). An analysis of how prospect for promotion affects job performance in the federal teaching hospitals in Nigeria. *Public policy and administration Research*, 3(3):46-58.
34. Nzewi, H. N., & Ojiagu, N. C. (2015). Strategic planning and performance of commercial banks in Nigeria. *International journal of scientific and technology Research*, 4(5),238-246.
35. Ogosi, C. D., & Agbaeze, E. K. (2018). Structure and organizational performance in the Nigerian banking system. *European journal of social sciences*, 56(1):37-48.
36. Okojie, C. E. E. (1995). Human capital formation for productivity growth in Nigeria. *Nigerian Economic and Financial Review*, 6, 44-55.
37. Organ, D. W., & Ryan, K. (1995). A meta-analytic review of attitudinal and dispositional predictors of organizational citizenship behavior. *Personnel Psychology*, 48, 775-802.
38. Owens, R. G. (1998). *Organizational behavior in education* (6th ed.). Allyn and Bacon.
39. Rodrigues, H. S., Dorrego, P. F., & Jordan, C. F. (2010). The influence of human capital on the innovativeness of firms. *International Business & Economics Research Journal (IBER)*, 9(9). 176-190.
40. Schneider, B. (1987). Organizational climate. *Personnel Psychology*, 28, 447- 479.
41. Soryadian, M. S. (2000). *Human resource management*. Tata McGraw-Hill Pub. CV. Ltd.
42. Sullivan, J. (2011). Review of increasing employee productivity: The strategic role that human resource essentially. <http://www.ere.net/2011/05/16/increasing-employee-productivity-the-strategic-role-that-hr/pdf>

43. Warshauer, S. (1988). Inside training and development: Creating effective programs. CA: University Associates.
44. Yoder J. (1993). Training program handbook: A systematic approach to training. Eaglebrain Publications.
45. Zachary, L. (2000). The mentor's guide: Facilitating effective learning relationships. Jossey-Bass.