

Research Article

Supply Forecasting and Organisational Harmony in Hospitality firms in Nigeria

Obadina O M

University Library, Ekiti State University, Ado-Ekiti, Nigeria.

I N F O

E-mail Id:

obadinaomolola2@gmail.com

Orcid ID:

<https://orcid.org/0009-0005-4464-796X>

How to cite this article:

Obadina O M. Supply Forecasting and Organisational Harmony in Hospitality firms in Nigeria. *J Adv Res HR Organ Mgmt* 2024; 11(3&4): 1-8.

Date of Submission: 2024-04-13

Date of Acceptance: 2024-06-17

A B S T R A C T

The study examines the relationship between forecasting and organisational harmony in hospitality firms in Nigeria. A cross-sectional survey research design was adopted. The study takes a census of the population as a sample size which constitutes one regional manager and one regional human resource manager in the hospitality firms under study. Data for the study was collected through structured questionnaire. Five (5) point Likert scale was used to measure responses from the respondents. The face validity of the survey instrument was achieved through supervisor's scrutiny and approval. Data was analysed using mean and standard deviations with charts to display the study variables. In contrast, inferential statistics such as the linear regression coefficient Statistics technique was used to test the hypotheses with the aid of statistical package for social science version 22.0 for the purposes of examining the nature and proposed associations. The results of the study showed that there is a positive and statistically significant association between attrition and workplace harmony. The study concludes that there is positive and significant relationship between forecasting and workplace harmony with the measures: (grievance frequency and team collaboration) in the hospitality firms in Nigeria. The study therefore recommends that hospitality firms and their human resource managers continually carry out manpower recruit processes and plan to advance the attrition level in the future workforce situation in the labor market prior to recruitment of employees. Furthermore, it simply requires managers to sit down, think about their future workloads, and decide how many people they need.

Keywords: Forecasting, Attrition, Workplace Harmony, Low Grievance, Team-Collaboration

Introduction

Organisational behavior research has adopted multi-dimensional approach in dealing with disharmony among organisational employees.¹ The workplace conflicts between management and employees in the organisations have more than ever before been publicized in the manifestation of negative consequences such as a decline in the performance

of the organisation and that of the employee.² Cann further stated that the pattern of workplace relations has been conflictual in nature with disruptive consequences and significant work stoppages. Workplace harmony refers to those behaviours that facilitate effective member interaction with a team defined as a group of two or more individuals who perform some work-related task, interact with one another dynamically, have a foreseeable shared

future and share a common fate. He further posits that the function involves the relations and interactions between employers or management and employees, either as individuals or as groups; between supervisors and workers and his trade union, and between one trade union and the other and covers employment problems and security, conditions of work, remuneration, labour, and employment grievances and disputes, level of production efficiency, safety, health and welfare of worker, social security and employee development.

However, the study of workforce attrition is a critical issue and is pretty high in organisations in recent days. The term 'attrition is common, but many would be at a loss to define what actually attrition is, attrition is said to be the gradual reduction in the number of employees through retirement, resignation, or death.³ It can also be said that employee turnover or employee defection whenever a well-trained and well-adapted employee leaves the organisation, creates a vacuum. So, the organisation loses key skills, knowledge, and business relationships.⁴

Modern managers and personnel administrators are greatly interested in reducing attrition in the organisation, in such a way that it will contribute to the maximum effectiveness, growth, and progress of the organisation. The banking sector in the Nigerian financial market is characterised by relatively high rates of disengagement and worker conflicts which manifest in labour turnover and periodic labour shortage.⁵⁻⁸ The rise in this awareness has become a pain in the neck of growing human resource practices to such concerns that it attempts to diminish the glory of capitalistic mindedness that once bestride the pathway to managing like a colossus. Workplace harmony seems to be affected by this development and the frequency of management-workforce conflicts is fast rising in the banking sector of the nation's economy. This failure is the essence of this investigation that necessitated the operationalisation of attrition as a non-financial index to address the problems of workplace harmony in Nigerian financial institutions, specifically the deposit money banks. However, this present study was to find out how employee attrition affects workplace harmony in hospitality firms in Nigeria. With the following research questions:

- i. How does supply forecasting affect low grievance frequency in hospitality firms in Nigeria?
- ii. How does supply forecasting affect team collaboration in hospitality firms in Nigeria?

Literature Review

Theoretical Framework

The study on the relationship between employee attrition and workplace harmony is domiciled in social exchange theory. This is because most empirical studies have

relied heavily on this theory as the baseline theory when discussing employee attrition and workplace harmony.⁹⁻¹²

The social exchange theory scholars have argued that obligations are generated through a series of interactions between parties who are in a state of reciprocal interdependence. A basic tenet of social exchange theory is that relationships evolve over time into trusting, loyal, and mutual commitments as long as the parties abide by certain 'rules' of exchange.¹³ Such rules, tend to involve reciprocity or repayment rules, so that the actions of one-party lead to a response or actions by the other party.

Therefore, fulfilling these obligations constitutes a vital aspect of any social exchange relationship.¹⁴ For example, beneficial actions aimed at employees by the organisation and its representatives facilitate the establishment of high-quality exchange relationships that create obligations for workers to reciprocate in positive ways.¹⁵

Supply Forecasting

Supply forecasting measures the number of people likely to be available from within and outside the organisation, having allowed for absenteeism, internal movements and promotions, wastage, and changes in hours and other conditions of work.¹⁶ Randal (2000) further stated that supply analysis covers areas like the existing number of people employed by occupation, skill and potential, source of supply from within the condition, and effect of changing conditions of work and absenteeism.¹⁷ The purpose of supply forecasting is to determine the size and quality of present and potential human resources available from within and outside the organisation to meet the future demand or human resources. Supply forecast is the estimate of the number and kind of potential personnel that could be available to the organisation.

In the beginning, management needs to estimate future labour availabilities and needs, that is, to assess the supply of labour, both within and outside of the organisation. Also, they need to determine the future demand for specific numbers and types of employees. Implicit here is that supply and demand analyses should be conducted separately.¹⁸ The main reason for this is that internal supply forecasts tend to rely heavily on organisation-specific variables, such as turnover and retirement rates, transfers, and promotions. Demand forecasts, on the other hand, depend primarily on variations in external factors (product or service demand).¹⁹ In sum, Cascio (1991) notes that in contrast to forecasts of human resource supply, demand forecasts are beset with multiple uncertainties in consumer behavior, in technology, the general economic environment, and so forth.²⁰

Human resource supply forecasting is the process of estimating the availability of human resources followed by demand for testing of human resource.²¹ For forecasting

supply of human resource, we need to consider internal and external supply. According to Ghazala & Habib, (2012), there are two source of supply forecasting such as: internal supply of human resources available by way of transfers, promotions, retired employees & recall of laid-off employees.²² The two sources are internal and external: people already employed by the firm and those outside the organisation. Internal sources of employees to fill projected vacancies must be monitored. This is facilitated by the use of the human resource audit or the systematic inventory of the qualifications of existing personnel.

Concept of Workplace Harmony

Industrial harmony refers to a friendly and cooperative agreement on working relationships between employers and employees for their mutual benefit.²³⁻²⁶ According to Puttapalli and Vuram (2012), industrial harmony is concerned with the relationship between management and employees with respect to the terms and conditions of employment and the work-place.²⁷ In effect, it is a situation where employees and management cooperate willingly in pursuit of the organisation's aims and objectives.

Harmonious relations refer to an industrial environment where workers along with their union and management understand and accept each other as partners in progress; a cooperative attitude is mutually beneficial in terms of output, performance and rewards. It does not assume that conflicts do not exist but that effective and proactive collective agreements and grievance procedures exist that can prevent the conflicts from transforming into a crisis. Thus internalising harmonious industrial relations will eliminate poor management as it relates to human resources management.

Industrial harmony in its ideal form, presupposes an industry in a condition of relative equilibrium where the relationship between individuals and or groups is cordial and productive. Sayles and Strauss (2009) assert that with the inevitable differences among groups within an organization, conflict and differing objectives permeate modern organisations.²⁸ This type of conflict prevents the existence of industrial harmony which reflects a state of organisational instability.²⁹ On the other hand, Hanson (2006) opines that industrial harmony represents absence of strikes by industrial unions in an organisation which is bound to result in effective and efficient organisation.³⁰

Harmonisation involves the synchronisation of teams by a central leadership team that assists the groups in obtaining what they need for success. It involves the planning of priorities and resource allocation across departments. Cross-functional and multi-department teams should be coordinated to work together effectively. Carr (1992) observes that managers and supervisors who become team

leaders experience a significant change of role because team leaders do not direct or control work, but instead work as coaches and mentors.³¹

Supply Forecasting and Workplace Harmony

Thomson and Perry (2006) conducted a study on the effect of supply workforce forecasting on local content development programme and a significant relationship was found between supply workforce forecasting and local content development.³² The results further suggest that through effective labor supply internal and external which is outside the organisation, firms can be developed such that they are more effective and functional within the industry.³³ Garrett, Spreitzer, and Bacevice (2014) in his study of manpower supply and forecasting of the workforce in small and medium business owners and their performance impacts: the case of paint manufacturing SMEs in Southwestern Nigeria examined the choice of supply forecasting and labour force strategies by paint manufacturing SMEs in south-western Nigeria and their impact on the sales growth, revenue growth, frequency of customer grievances and growth in customer base and observed that supply forecasting of manpower and workforce forecasting is highly adopted by the sampled paint manufacturing firms and that all of them affect one another in very positive ways.³⁴

Workplace Harmony Measures

Low Grievance Frequency

A grievance is an objection raised by an employee who might be determined by methods accommodated in a collective agreement, a work contract, or by different systems built up by a business. Such a grievance may emerge from an infringement of a collective bargaining agreement, the terms of an agreement, the treatment by others in the work environment, or infringement of the law. For example, working environment security controls. Under UK livelihood law all workers have a legitimate right to raise a grievance, and there is a statutory Act as a code of Practice for taking care of grievances.

Ordinarily, everybody required with a grievance has strict timetables which must be met in the preparing of this formal protest, until it is determined. Businesses can't legitimately treat a representative any contrastingly whether he or she has recorded a grievance or not. An aggregate grievance is a grumbling raised by two or more representatives in a unionised working environment. In a few words, it might likewise be known as a group or work question. The contrast between a grievance and dissension, in the unionised working environment, is whether the topic identifies with the collective bargaining agreement.

Team Collaboration

Leveraging conflict situation in the workplace requires managing complex organisational and inter-organisational interdependencies, inducing a need for team collaboration.³⁵ Team collaboration can be defined as a complementary relationship where people collectively create a result that is more than the sum of the individual inputs personal interest and conflict.³⁶

Gray and Wood (1991) propose that team collaboration can be studied through its antecedents, processes, and outcomes. Antecedents are preconditions for collaboration to transpire, including the personal characteristics of individuals that make them more suitable collaborators.³⁷ Processes encompass the key activities involved in collaborating.³⁸ Outcomes tend to vary according to the type of business and the theoretical perspective adopted.³⁹

Furthermore, Miller, (2008) Gray and Wood (1991) conducted a study examining various theoretical perspectives within the context of antecedents, processes and outcomes of collaboration.³³ Their Conclusion was that none of these theories provide a robust model of the construct. Similarly, Henneman et al, (1995) studied the defining attributes, antecedents, consequences, and empirical referents of team collaboration. The investigation was conducted in the context of healthcare professionals and identified elements that contribute to collaboration. The process component was not however distinguished in this study. The authors concluded that models of operationalising collaboration require further investigation.

Ho₁: There is no significant relationship between employee attrition and low grievance frequency in hospitality firms in Nigeria

Ho₂: There is no significant relationship between employee attrition and team collaboration in hospitality firms in Nigeria.

Methodology

The study adopted a cross-sectional survey research design because of its requirements to collect data from a wide range of subjects to elicit acceptable generalisation. That is, it is preoccupied with the construction of scientific tests and also the use of quantitative techniques for the analysis of data. Considering all these factors, the study variables in a non-contrived (normal or natural) setting (hospitality firms) were not manipulated or interfered with by the researcher. Fubara and Mguni (2005) claim that the population includes all the people or elements in a survey.²³ However, the target population of the study includes some hospitality firms operating in the Nigerian. Managers

and supervisors of the firms constituted the accessible population for this study. Some managers and supervisors were given the questionnaire because they are at the most vantage point to respond to questions on attrition and workplace harmony. There was no sampling technique. The study takes a census of the population as a sample size which is 40 respondents. The main data gathering/ collection instrument was the questionnaire. The study adopts face-validity. The Cronbach Alpha coefficient of 0.7 is the minimum value for the research to be considered reliable and this was adopted to test the reliability of the instrument, and the coefficients confirmed the data instrument reliable with an average of 0.82 (See Appendix 3). The hypotheses were tested using inferential statistics such as regression analysis to analyse the extent of the correlation coefficient as well as the t-statistic to determine the coefficients of determination with the help of Statistical Package for Social Sciences (SPSS) version 22.0.

Results

Questionnaire Administration and Retrieval

Table 1 above indicates the copies of the questionnaire that was distributed, the rate of responses as well as the usability and rejection rates of the instrument. It was observed that 40(100%) copies of the questionnaire were administered to the hospitality firms in Nigeria. 38 (95%) copies of the questionnaire were returned while 2(5%) copies of questionnaire were not returned. Among the copies returned 38(78%) copies of questionnaire were correctly filled and these were suitable for the data analysis.

Table 2 shows the response rates of the respondents and frequency for supply forecasting, measured on a 3-item research instrument and scaled on a 5-point Likert scale. The third question item was to ascertain if the hospitality firm recalls laid-off employees when their services are needed to occupy a position showing a mean score of ($x=4.61$ and $SD=0.495$) which indicates a very high range in the scale. Similarly, the second question item was also to ascertain if the hospitality transfers workers from one branch to the other when it needed to improve efficiency It showed a mean score of ($x=4.50$ and $SD=0.507$) which also indicate a very high range in the scale used, while the first question asks if the hospitality firm promote, and retired employees when it is due to achieve harmony in the workplace, which showed a mean score of ($x=4.11$, $SD=0.311$). It further indicates that the responses of the respondents are considered high range in the scale used in measurement. Therefore, supply forecasting is a strong phenomenon in the study of human resource planning.

Table 1. Questionnaire Administered and Retrieved

Population	Sample Size	Distributed	No. Not Returned	No. Returned	Used Copies
40	40	40(100)	2	38	38(95)

Table 2. Analysis of Descriptive Statistics on Supply Forecasting

		N	Mean		Std.
		Statistic	Statistic	Std. Error	Statistic
1.	My hospitality firm promote and retires employees when it due to achieve harmony in the workplace	38	4.11	0.050	.311
2.	My hospitality firm transfers workers from one branch to the other when it needs to improve efficiency	38	4.50	0.082	0.507
3.	My hospitality firm recall laid-off employees when their services are needed to occupy position	38	4.61	0.080	0.495
Valid N (listwise)		38			

Table 3 indicates the empirical result of the Pearson Product-Moment Order Correlation Coefficient (r) between supply forecasting and grievance frequency. It observed that supply forecasting was statistically positive and significantly correlate with grievance frequency ($r = 0.891$, $p = 0.000 < 0.05$). Therefore, it indicates that there was a strong positive and significant relationship between supply forecasting and grievance frequency in the hospitality firms in Nigeria.

Strength of Association between Supply Forecasting and Team Collaboration

The correlation analysis obtained for the second research question showed the result of the statistical test of significance (p-value), and further generalised the finding to the population of the study.

Table 4 indicates the empirical result of Pearson Product-Moment Order Correlation Coefficient (r) between supply forecasting and team and collaboration. It observed that supply forecasting was statistically positive and significantly correlate with team collaboration ($r = 0.922$, $p = 0.000 < 0.05$). Therefore, it indicates that there was a strong positive and significant relationship between supply forecasting and team collaboration in the Deposit Money Banks in Rivers State, Nigeria.

Test of Hypothesis I

Ho1: There is no significant relationship between supply forecasting and low grievance frequency in Hospitality firms in Nigeria

Table 3 indicates the empirical result of multiple regression coefficients. The relationship between supply forecasting and low grievance frequency was found to be significant with $t\text{-cal.} = 3.967$ and $t\text{-}^{\wedge} = 1.96$ as the decision to reject

or accept the hypothesis. The $t\text{-cal.} =$ value 3.967 and significance level of $P > 0.000$, indicates that there is a strong positive and significant relationship between the study variables. Therefore, the null hypothesis is hereby rejected and states that there was a strong positive and significant relationship between supply forecasting and low grievance frequency. Similarly, from Table 2, supply forecasting as a predictor variable contributes ($\beta = 0.405$) to the variation of the criterion variable (low grievance frequency). This implies that supply forecasting makes a unique contribution to explained the variation in the criterion variable (low grievance frequency) in the Hospitality firms in Nigeria.

Test of Hypothesis 2

Ho2: There is no significant relationship between supply forecasting and team collaboration in Hospitality firms in Nigeria.

Table 4 indicates the empirical result of multiple regression coefficients. The relationship between supply forecasting and team collaboration was found to be significant with $t\text{-cal.} = 5.796$ and $t\text{-cnt.} = 1.96$ as the decision to reject or accept the hypothesis. The $t\text{-cal.} = 5.796$ and significance level of $P > 0.000$, indicates that there is a strong positive and significant relationship between the study variables. Therefore, the null hypothesis is hereby rejected and states that there was a strong positive and significant relationship between supply forecasting and team collaboration. Similarly, from Table 3, supply forecasting as a predictor variable contributes ($\beta = 0.529$) to the variation of the criterion variable (team collaboration). This implies that supply forecasting makes a unique contribution to explaining the variation in the criterion variable (team collaboration) in hospitality firms in Nigeria.

Table 3. Correlations Analysis on Supply Forecasting and Grievance Frequency

	Supply forecasting	Low Grievance	Frequency
Supply Forecasting	Pearson Correlation	1	0.891
	Sig. (2-tailed)	-	0.000

	N	38	38
Low Grievance frequency	Pearson Correlation	0.891**	1
	Sig. (2-tailed)	0.000	
	N	38	38

** . Correlation is significant at the 0.05 level (2-tailed).

Table 4. Correlations Analysis on Supply Forecasting and Team Collaboration

	Supply forecasting	Low Grievance	Frequency
Supply Forecasting	Pearson Correlation	1	.922
	Sig. (2-tailed)	-	.000
	N	38	38
Team Collaboration	Pearson Correlation	.922**	1
	Sig. (2-tailed)	.000	-
	N	38	38

** . Correlation is significant at the 0.05 level (2-tailed).

Discussion

Table 3 found that there is a significant relationship between supply forecasting and low grievance frequency with a t-cal. Value 3.967 at a significant level of $p = 0.000$. This implies that supply forecasting makes a unique contribution to explaining the variation in the criterion variable (low grievance frequency) in the Hospitality firms in Nigeria. Similarly, in table 4. above also indicates that the supply forecasting and team collaboration was statistically positive and significant with a (t-cal. 5.796) at a significant level of ($P = 0.000$). This implies that supply forecasting makes a unique contribution to explain the variation in the criterion variable (team collaboration) in the Hospitality firms in Nigeria.

The findings corroborate with the study of Alex & David (2004) conducted a study on the effect of supply workforce forecasting on local content development programmes and the result of the analysis revealed a highly significant level of relationship between supply workforce forecasting and local content development. The results further suggest that through effective internal and external labour supply which is outside the organisation, firms can be developed such that they are more effective and functional within the industry (Simonin, 1997; Wiklund & Shepherd, 2009). They are also in line with the conclusion of Garrett, Spreitzer, and Bacevice (2014) in their study of manpower supply and forecasting of the workforce in small and medium business owners and their performance impacts: and stated that the choice of supply forecasting and labour force strategies by paint manufacturing SMEs in south western Nigeria and their impact on the sales growth, revenue growth, frequency of customer grievances and growth in customer base and observed that supply forecasting of manpower and workforce forecasting are highly adopted

by the manufacturing firms and that all of them affect one another in very positive ways.

Conclusion and Recommendations

From the findings, it therefore concluded that supply forecasting and team collaboration was statistically positive and significant. It was further concluded that attrition and low grievance frequency were statistically positive and significant. While attrition had no significant relationship with team collaboration this implies that training makes no contribution to explain the variation in the criterion variable (team collaboration) in the hospitality firms. Hence, it is recommended that the continued internal and external supply of manpower and supply forecast of the workforce must be guaranteed if high salary and other reward systems are to achieve their desired objectives. The hospitality firms should estimate the supply of people by reference to analyses of current resources and future availability, after allowing for wastage. The forecast will also take account of labour market trends relating to the availability of skills and demographics.

References

1. Agba AM, Ushie EM, Agba MS. External factors in industrial crisis in Nigeria civil service. Nigerian Journal of Labour Law and Industrial Relations. 2009;3(3):75-94.
2. Abraham S. Development of employee engagement programme on the basis of employee satisfaction survey. Journal of economic development, management, IT, finance, and marketing. 2012 Mar 1;4(1):27.
3. Akume AT, Abdullahi YM. Challenges and Prospects of Effective Industrial Conflict Resolution in Nigeria. Journal of social sciences. 2013 Aug 1;36(2):199-208.
4. Bennet A, Bennet D. Organizational survival in the new world. Routledge; 2004 Feb 18.

5. Armstrong M. Armstrong's essential human resource management practice: A guide to people management. Kogan Page Publishers; 2010 Jun 3.
6. Huselid MA, Becker BE. Methodological issues in cross-sectional and panel estimates of the human resource-firm performance link. *Industrial Relations: A Journal of Economy and Society*. 1996 Jul;35(3):400-22.
7. Bassey AO, Takim AO, Archibong EP, Bassey UA. The impact of inter-union conflicts on industrial harmony: The case of tertiary health institutions in Cross River State, Nigeria. *Geografia*. 2012;8(4).
8. Sholokwu BM, Olori WO. Management practices and industrial harmony in oil and gas firms in Rivers State, Nigeria. *International Journal of Advanced Academic Research | Social & Management Sciences*. 2016 Nov;2(11).
9. Ogunyemi KA. The Extent of Industrial Democracy in the Nigeria Banking Industry: A case study of First Bank of Nigeria Ltd, Ibadan Zone. M. Ed. Dissertation, Unpublished, Ibadan: University of Ibadan, Nigeria. 1998.
10. Delery JE, Doty DH. Modes of theorizing in strategic human resource management: Tests of universalistic, contingency, and configurational performance predictions. *Academy of management Journal*. 1996 Aug 1;39(4):802-35.
11. Guest DE. Human resource management and performance: a review and research agenda. *International journal of human resource management*. 1997 Jan 1;8(3):263-76.
12. Akhigbe OJ. Human resource planning: A key factor in ensuring the effectiveness and efficiency of organization. *Journal of Emerging Trends in Economics and Management Sciences*. 2013 Aug 1;4(4):388-96.
13. Delaney JT, Huselid MA. The impact of human resource management practices on perceptions of organizational performance. *Academy of Management journal*. 1996 Aug 1;39(4):949-69.
14. Fajana S. *Industrial Relations in Nigeria: Theory and Features* Lefobofin and Company. Lagos, Nigeria. 2000.
15. Fashoyin T. Avoidance of Conflict for Corporate Advancement. *Nigeria Journal of Industrial Relation*. 1992;2(8):20-36.
16. Fleetwood S, Hesketh A. *Explaining the performance of human resource management*. Cambridge University Press; 2010 Jun 3.
17. Lancaster G. *Research methods in management*. Routledge; 2007 Jun 1.
18. Orchard CA, King GA, Khalili H, Bezzina MB. Assessment of Interprofessional Team Collaboration Scale (AITCS): development and testing of the instrument. *Journal of continuing education in the health professions*. 2012 Dec;32(1):58-67.
19. Frey BB, Lohmeier JH, Lee SW, Tollefson N. Measuring collaboration among grant Frey BB, Lohmeier JH, Lee SW, Tollefson N. *Measuring collaboration among grant partners*. *American journal of evaluation*. 2006 Sep;27(3):383-92.
20. Onuegbu C. Social dialogue, industrial harmony and national development. *This Day (Nigeria)*. 2014 Apr;8.
21. Huselid MA. The impact of human resource management practices on turnover, productivity, and corporate financial performance. *Academy of management journal*. 1995 Jun 1;38(3):635-72.
22. Noe R, Hollenbeck J, Gerhart B, Wright P. *Human Resources Management: Gaining a Competitive Advantage*, Tenth Global Edition. New York, NY, USA:: McGraw-Hill Education; 2006.
23. Sanders NR, Ritzman LP. Using warehouse workforce flexibility to offset forecast errors. *Journal of Business Logistics*. 2004 Sep;25(2):251-69.
24. Nkiinebari NP. Workplace democracy and industrial harmony in Nigeria. *International Journal of innovative research and development*. 2014;3(1):441-6.
25. NWOKOCHA I. Sustainable managerial strategies for employee retention in two private sector organizations in Port Harcourt, Rivers State, Nigeria (Doctoral dissertation).
26. Nwinyokpugi PN. Employee engagement and workplace harmony in Nigeria Civil Service. *International Journal of Innovative Research and Development*. 2015 Feb 28;4(2):199-204.
27. Osad OI, Osas UE. Harmonious industrial relations as a panacea for ailing enterprises in Nigeria. *Journal of Asian Scientific Research*. 2013 Mar 1;3(3):229.
28. Osuala EC. *Principles and practice of small business management in Nigeria*. Fulladu Publishing Company; 1993.
29. Otodo D. *Industrial relations: Theory and controversies*. Lagos: Malthouse Press Ltd. 2000.
30. Bjornberg L, DellCioppia S, Tanzer K. *Training and development: Best practices*. *Public Personnel Management*. 2002 Dec;31(4):507-16.
31. Villa RA, THOUSAND JS, NEVIN AI, MALGERI C. Instilling collaboration for inclusive schooling as a way of doing business in public schools. *Remedial and Special Education*. 1996 May;17(3):169-81.
32. Rainforth B, York J, Macdonald C. Collaborative teams for students with severe disabilities Integrating therapy and educational services.
33. Fayol H. *General and industrial management*. Ravenio Books; 2016 Oct 13.
34. Aust I, Brandl J, Keegan A, Lensges M. Tensions in managing human resources. *The oxford handbook of organizational paradox*. 2017 Sep 7:413-33.
35. Anakwe UP. Human resource management practices in Nigeria: Challenges and insights. *International*

- Journal of Human Resource Management. 2002 Jan 1;13(7):1042-59.
36. Vetter EW. Manpower planning for high talent personnel. Human Resource Management. 1968 Apr 1;7(1):40.
 37. Wills M. Managing the training process: putting the basics into practice. Journal of European Industrial Training. 1994 Jul 1;18(6):4-28.
 38. Youndt MA, Snell SA, Dean Jr JW, Lepak DP. Human resource management, manufacturing strategy, and firm performance. Academy of management Journal. 1996 Aug 1;39(4):836-66.
 39. Scullion H, Linehan M. International human resource management: A critical text. Bloomsbury Publishing; 2017 Jul 12.