

Research Article

Recruitment Practice and Corporate Performance of Manufacturing Firms in Nigeria

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A B S T R A C T

The studies examine the effect of recruitment practice and corporate performance. The study became necessary, due to the poor implementation of recruitment practice in firms. Specifically, the study was designed to examine the effect of recruitment on corporate performance. Literature review was based on the selected variables for investigation. Two research questions and hypothesis were formulated to guide the study. A cross sectional survey design was used with population size of 3059, the sample size of 354. Taro-Yamane's estimation formula was used to determine sample size for the study. Questionnaire survey was used as instrument for data collection. Pearson Product Moment Correlation Coefficient was adopted for data analysis and test of hypothesis at 0.05 significant levels using Statistical Package for Social Sciences (SPSS) version 20. The result of the analysis revealed that there is a significant and positive relationship between recruitment and corporate performance. Based on the findings, it was concluded that the quality of employee hired has determined corporate performance determined organizational performance. In the light of the above it was recommended that managers should adopt quality recruitment practices which will enhance the intensification of the organization and on best fit approach of recruitment.

Keywords: Recruitment, Corporate Performance, Effectiveness and Efficiency

Introduction

In recent years various organizations faces numerous challenges that bothers on recruitment and this is one of the critical factors in every organization (Akpatu, 2016). It is especially true for service oriented organizations like banks, where the improvement in service have to be made to meet the rising expectations of the society. And recruitment is a critical success factor, since the innate tendency in human has psychological undertone that drives growth (Johnson et al. 2018). Organizational effectiveness depends on the behavior and the performance of people. Quality

recruitment practice is the most important asset of an organization and being the base achieving competitive advantage and organizational performance. Organizational failures to a greater extent has to do with the compromised approach to recruitment, many organization within the Nigerian setting had adopted a system of recruitment which to a greater extent had destroys its growth, since the management of resources determined the profitability of an organisation (Hunt 2014).

Recruitment practice contributes to the formation of growth oriented organization that are more dynamic,

intelligent, flexible and competent than their rivals through the application of practice that concentrate on recruitment. Lately, organizations are focused on achieving superior performance through the best use of talented candidates. Multiple organizational are directed at enhancing work practice through advanced technological and other human resource competent development initiative which has enhances the stability of an organization (Johnson et al, 2017) No matter the amount of technology and mechanization developed, recruitment remains the single most imperative resource of any success-oriented organization. Successful corporations are built on the strength of human resource. For any business to survive recruitment should be given its rightful place of relevance in any organization and best fit approach. Recruitment practice is a vital process for every successful organization because having the right staff improves and sustains any organizations performance. In the operation of any organization recruitment practices is the major function of the human resource department and recruitment practices is the first step toward creating the competitive strength of organizations (Porter 1990). Recruitment is the process of identifying the organizational needs. It involves a systematic procurement over time. This recruitment practice is worth studying within the context of tertiary health institutions and in Rives State due to apparent lack of empirical studies of recruitment practice.

It has been observed that out of the major challenges militating against corporate performance, particularly in developing countries, poor recruitment practice is major contributing factor, thereby causing low profitability, continuous decline in quality service offered by organisations, work force migration, poor workforce planning, inadequate/inconsistent nominal roll, incessant strike frequency of resource breakdown, late payment of wages/ salaries under staffing/ overstaffing etc (Melvin, 2011). All these are happening because the core recruitment practice is grossly adequately and to certain extend compromised. Professionals have been neglected to top management responsibilities but rather to line managers. These professional were not co-opted into decision making body of these organizations. Several factors are responsible for the above mentioned challenges affecting recruitment practice in Nigeria. Some of these include the solo-cultural diversity of Nigeria, which makes it depend so much on religion, language, culture, gender, man-know man syndrome and relationship as the basis for determining who gets a particular job. These practices have been practiced in Nigeria. It has also been acknowledged that most corporations don't sufficiently fund research programmes aimed at promoting the advancement of recruitment practice in Nigerian which also poses a challenges that affect the both operational and growth outcome of the corporation.

Purpose of the Study

The purpose of the study is to examine the relationship

between recruitment practice and corporate performance of manufacturing firms. The following objectives are outline as a guide to the study:

- To determine the relationship between recruitment practice and effectiveness in manufacturing firms in Port Harcourt.
- To examine the relationship between recruitment practice and efficiency in manufacturing firms in Port Harcourt.

The following research questions were used as a guide in the research work:

- To what extent does recruitment practice influence the effectiveness of manufacturing firms in Port Harcourt?
- To what extent does recruitment practice influence the efficiency of manufacturing firms in Port Harcourt?

Literature Review

Recruitment Practice

Recruitment is a vital process for every successful organization because having the right staff improves and sustains corporate performance. The impact of an organization's selection system influence bottom-line business outcomes, such as productivity and financial growth is a dream for any organization. In the operations of any organization, recruitment and selection is the major function of the human resource department and recruitment process is the first step towards creating the competitive strength of organizations. Recruitment process involves a systematic procedure for sourcing the candidates to arranging and conducting the interviews and requires many resources and time. Accordingly, recruitment and selection are conceived as the processes by which organizations solicit, contact and interview potential appointees, and then establish whether it would be appropriate to appoint any of them (Melvin, 2000). Recruitment and selection are the two phases of the employment process but there is a difference between the two. Recruitment is the process of accessing and assembling potential employees of an organization. It involves the identification, reaching out and gathering of such potential employees. It is an additive process. Those sets of activities of an organization to get the right individuals interest in applying for job to meet the company's objective, indeed, constitute recruitment (Zeb & Tamunomiebi 2013).

In the same way, the basic purpose of recruitment is to create a talent pool of candidates to enable the selection of best candidates for the organization, by attracting more and more employees to apply in the organization whereas the basic purpose of selection process is to choose the right candidate to fill the various positions in the organization. The recruitment process is immediately followed by the selection process, which is the final interviews and

the decision-making, conveying the decision and the appointment formalities. Recruitment is seen as a positive process of generating a pool of candidates by reaching the right audiences, suitable to fill the vacancy (Armstrong, 2009).

Conversely, Armstrong (2009) stated that the process of selecting appropriate employees for employment can begin once these candidates are identified. This means collecting, measuring, and evaluating information about candidates' suitability for specified positions. Selection therefore, is a process that involves the series of steps by which the candidates are screened for choosing the most suitable persons for vacant posts. Recruitment of candidates is the function preceding the selection, which helps create a pool of prospective employees for the organization so that management can select the right candidate for the right job from this pool. The main objective of the recruitment process is to accelerate the selection process. Therefore, organizations use these practices to increase the likelihood of hiring individuals who have the right skills and abilities to be successful in the target job, and better recruitment and selection strategies result in improved, organizational outcomes. The more effectively organizations recruit and select candidates, the more likely they are to hire and retain satisfied employees. In addition, the effectiveness of an organization's selection system can influence bottom-line business outcomes, such as productivity and financial performance (Zeb, 2005).

Recruitment and Selection are pivotal for the sustenance a successful organization, having the right staff can improve and sustain organizational performance (Baron and Armstrong, 2007). The basic purpose of recruitments and selection is to create a talent pool of candidates to enable the selection of best candidates for the organization, by attracting more and more employees to apply in the organization as well as to choose the right candidate to fill the various positions in the organization which process must be based on merit or technical know-how.

Corporate Performance

The concept of organizational performance is generally understood as the combination of effectiveness and efficiency. Corporate performance could be seen in relation to the functional aspect of the organization (Johnson, 2018). Effectiveness can be defined as the capacity of an organization to achieve its goals, while efficiency compares the ratio between the resources used and the results obtained by an organization, without considering user satisfaction. Organizational performance is a social construction (Law et al., 2016; Cameron, 1986) and, as such is related to the nature of organizations and their actors. Corporate performance comprises the actual output or results of an organization as measured against

its intended outputs (or goals and objectives). The term Organizational effectiveness is broader. Organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives).

Managing operations effectively and efficiently according to Mac'odu (2008) is key to holistic attainment of goal therefore it is critical in measuring performance. Operational sustainability simply denotes capacity to maintain input-output relationship in a coordinated manner that maximizes output and desired targets without compromising the capacity to attain long-term or future goals (Akpotu, 2016). According to Richard et al. (2000) organizational performance encompasses three specific areas of firm outcomes: (a) financial performance (profits, return on assets, return on investment, etc.); (b) product market performance (sales, market share, etc.); and (c) shareholder return (total shareholder return, economic value added, etc.). The term Organizational effectiveness is broader. Specialists in many fields are concerned with organizational performance including strategic planners, operations managers, finance experts, legal practitioners, and organizational development specialists. Performance is considered to be a construction (Quinn and Rohrbaugh, 1983; Venkatraman and Ramanujam, 1986; Henri, 2004) it becomes imperative to define this concept to determine its properties and dimensions. The notion of performance has an abstract character and its definition is made by reference to other concepts, on which we believe that performance is built. A concept is itself an abstraction of observable or measurable facts; certain concepts are at a high level of abstraction, and their explanation is achieved through other concepts, so they are called constructions (Quinn & Rohrbaugh, 1983).

Since 1950, studies in organizational theory are based on the concept of effectiveness, and the terms of efficiency and performance are considered interchangeable (Johnson & Nissi, 2018), because issues related to defining, measuring and explaining them are indistinguishable (Dalton et al., 1980, Thompson and Abernethy, 2000). In addition, early studies on firms did not analyze performance, but organizational behavior (Dalton et al., 1980), which demonstrates, on the one hand, the dynamic nature of the concept, and on the other hand, all the variables related to organizational behavior. Moreover, performance is difficult to define, but it can have at least three perspectives: A successful outcome of an action or the action itself, Performance shows the ability to move things to the constant efforts and the word performance is the carrier of an ideology of progress, effort, always makes better (Hunt, 2006).

This definition of Hunt (2006) assimilates performance with an "action", with a certain "behavior" (in terms of a dynamic

view, meaning “to perform”) and not just as a “result” (in terms of a static view). A result is nothing if considered alone, because it cannot be separated from means of its activities and objectives: performance is based on logical action stages, starting with the intention and going till the actual result.

Furthermore, we can make a distinction between “performance” and “being efficient” (Villain, 2003), due to the fact that performance can be described more as a result of the past, while being efficient means to achieve the objectives in the future.

Efficiency

Efficiency is a process characteristic indicating the degree to which the process produces the required output at minimum resource cost (Robbins, 2009). Ogboso & Amah (2016) noted that efficiency could be seen as the accomplishment of goals with minimum resources. It includes measures such as time minimization, cost minimization, and waste minimization. Speed and time are important resources for any organization and must be seen to seek to maximize speed and minimize time. The way an organization does this indicates how efficient and productive they are. Speed and time were the essence of time and motion studies since the day of scientific management introduced by Taylor that led to management efficiency (Ottih 2016). They are sources of competitive advantage. Doing the right thing in corporate governance terms is imperative, but not a sufficient, condition for performance. And doing the wrong thing (e.g. an ineffective audit committee, or lack of independence among the executives) will make it more difficult for an organization to perform but is not a measure of success or lack of it either.

Effectiveness

The concept of organizational effectiveness is among the most elusive and controversial in the organization theory literature. A major contributor to the controversy appears to be the fact that organizational effectiveness has come to be regarded by many as synonymous with goal attainment (Akpatu, 2016). Composition of people which formulate independent business identity for some specific purpose is commonly known as organization and getting desired outcome within defined resource is treated as effectiveness. Organizational effectiveness is the notion of how effectual an organization is in accomplishing the results the organization aims to generate (Muhammad, et al, 2011). Effectiveness is a broad concept that is difficult to measure in organizations. According to (Armstrong, 2017) the concept of organizational effectiveness is an elusive one that there is no single way of defining it. This may be due to the too many criteria used as indicators for measuring and the many definitions available for the concept. (Veldsman,

1982) defined organizational effectiveness as a qualification attached to an organizations resulting from the comparison from the actual state of the entity against its ideal state. He posits that an organization can either be effective or ineffective. Effective organizations are built on effective individuals who work effectively in groups Lawler, (1972). There are different variables for measuring organizational effectiveness. Ottih (2016) noted that, organizational effectiveness is a multi-dimensional concept, which has no conformity as to which dimensions is significant or adoptable as a basis for analysis.

Recruitment Practice and Corporate Performance

The effective recruitment and selection of employees is a fundamental HRM activity, one that if adequately managed can have a significant impact on organizational performance as well as lead to a more positive organizational image, recruitment and selection are vital processes for a successful organization; Haven the right staff can improve and sustain corporate performance. Also, effective recruitment and selection is central and crucial to the successful functioning of the organization as it depends on finding people with the necessary skills, expertise and qualifications to deliver the organization’s strategic objectives and the ability to make a positive contribution to the values and aims of the organization, (Armstrong, 2005; Zeb, 2016).

On the other hand, better recruitment and selection strategies result in improved organizational outcomes. The more effectively organizations recruit and select candidates, the more likely they are to hire and retain satisfied employees Tamunomiebi (2006). In addition, the effectiveness of an organization’s selection system can influence bottom-line business outcomes, such as productivity and financial performance. Recruitment, as a human resource management function, is one of the activities that impact most critically on the performance of an organization. Recruitment and selection also has an important role to play in ensuring worker performance and positive organizational outcomes. It is often claimed that selection of workers occurs not just to replace departing employees or add to a workforce but rather aims to put in place workers who can perform at a high level and demonstrate commitment. Recruitment and selection play a pivotally important role in shaping an organization’s effectiveness and performance, if work organizations are able to acquire workers who already possess relevant knowledge, skills and aptitudes and are also able to make an accurate prediction regarding their future abilities; Recruiting and selecting staff in an effective manner can both avoid undesirable costs for example those associated with high staff turnover, poor performance and dissatisfied customers and engender a mutually beneficial employment relationship characterized, wherever possible, by high

commitment on both sides. Glueck, (2015) provides a useful overview of potential positive and negative aspects noting that: The recruitment and selection of employees is fundamental to the functioning of an organization, and there are compelling reasons for getting it right. Inappropriate selection decisions reduce organizational effectiveness, invalidate reward and development strategies, are frequently unfair on the individual-recruit and can be distressing for managers who have to deal with unsuitable employees. Recruiting and selection is very important for the survival of every organization but that does not end there, new recruits need to be developed and appraised from time to time in order for them to be abreast with new trends and challenges. When employees are developed it help increase their performance and help sustain the growth of organizations.

The research hypotheses are:

H_{01} : There is no significant relationship between recruitment practice and effectiveness of manufacturing firms.

H_{02} : There is no significant relationship between recruitment practice and efficiency of manufacturing firms.

Methodology

The survey research design approach was chosen for the study because of the need to collect data from a wide range of subjects to elicit acceptable generalization. The research practice is concerned with the extent of one or more variables. The study adopted the use of questionnaires to generate data from a selected number of manufacturing firms in Port Harcourt on the influence of recruitment practice on the corporate performance of manufacturing firms in Port Harcourt. The sampling practice used in this study was the purposive or convenient sampling technique. This is because the characteristics of the personnel in these sectors are observable in all other manufacturing sector in the state. The population size of the study was 3059 so because of its large size, the Taro-Yamane estimated formula was used to reduce the sample size to 354. The method used in collecting primary data involves the administration of research questionnaire to the selected manufacturing firms in the survey as respondents. The variables in the questionnaire were measured using the Likert scale. The data for the study was generated from the evaluation of the questionnaire using the statistical tool of (SPSS) (Statistical Package for Social Sciences) for window version 20) with a significant level of 0.05. The SPSS was used in the quantitative evaluation to express the regression evaluation, the correlation coefficient as well as the test statistic on the influence of recruitment plan of action; the reliability of the research instrument was done through Cronbach's Alpha in table 1. The table below indicates that the dimension of the independent and dependent

variables had Cronbach's Alpha value that is greater than 7 which is accepted as trusty measure.

Test of Reliability

Table 1. Reliability Evaluation of Instrument

Variable	Cronbach's Alpha
Recruitment	0.966
Training	0.968
Employee Compensation	0.978
Effectiveness	0.973
Efficiency	0.972

Source: SPSS 20.0 Output 2019

Table 2. Correlations Evaluation Showing the Relationship between Recruitment and Effectiveness

Correlations			
		Recruitment	Effectiveness
Recruitment	Pearson Correlation	1	.917**
	Sig. (2-tailed)		.000
	N	278	278
Effectiveness	Pearson Correlation	.917**	1
	Sig. (2-tailed)	.000	
	N	278	278
**. Correlation is remarkable at the 0.01 extent (2-tailed)			

Source: Survey Data, 2019

Table 2 revealed that the Pearson's product moment correlation coefficient (r) = 0.917. With a high value, which indicate that a very strong relationship exists between recruitment and effectiveness. It also show that a significant positive relationship exist between the two variables due to the positive sign of the correlation coefficient. This means that changes in recruitment will also bring about the corresponding degree of change in effectiveness in the studied institutions. The probability/remarkable value (PV) = 0.000 < 0.05 (level of significance) therefore a remarkable relationship exists between recruitment and effectiveness.

Revealed that the Pearson's product moment correlation coefficient $r = 0.903$. This value is very high, which indicate that a very strong association exists amongst recruitment and efficiency. It also shows that a positive association exists amongst the two variables due to the positive sign of the correlation coefficient. This means that changes in recruitment will also bring about the corresponding degree of change in efficiency in the studied institutions. The probability/remarkable value (PV) = 0.000 < 0.05 (level

Table 3. Correlations Evaluation showing the Relationship between Recruitment and Efficiency

Correlations			
		Recruitment	Efficiency
Recruitment	Pearson Correlation	1	.903**
	Sig. (2-tailed)		.000
	N	278	278
Efficiency	Pearson Correlation	.903**	1
	Sig. (2-tailed)	.000	
	N	278	278

** . Correlation is remarkable at the 0.01 extent (2-tailed).

Source: Survey Data, 2019

of significant) therefore a remarkable relationship exist between recruitment and efficiency.

Discussion of Findings

This study using Statistical Package for Social Science (SPSS) investigated the relationship between recruitment practice and corporate performance of manufacturing firms in Port Harcourt. The Pearson’s product moment correlation coefficient was used for data analysis and test of hypothesis at 0.05 significant levels. The findings revealed that there is a very strong and significant relationship between recruitment and effectiveness the same is true for efficiency the finding of the study strongly agreed with the views of author such as Glueck 1980 and Katou (2008) that there is a direct very strong and positive relationship between recruitment and efficiency and effectiveness. The finding of the test of this hypothesis is also collaborates with the study of (Akpotu, 2016; Johnson, 2017 & Nissi, 2018) that effective recruitment is keys to corporate performance and that a well-planned recruitment practice contributes to corporate performance. This is consistent with the research done by Thompson (2005). Recruitment base on well-defined merit and unprejudiced system developed through managerial expert options using standardized test to scrutinize the exact required attitude, skills, knowledge in potential candidates showed notable significant correlation with employee performance and perceived organizational performance. Results were similar to the findings of Holzer (1987), Katou (2008) and Supports the argument of Tseng et al (2009) that identification of the right candidate with required skills to perform the job for achieving organizational performance is the output of sophisticated selection system. They concluded by nothing that poor recruitment practise can lead to wrong selection of applicants which would subsequently lead to poor operational outcome. From the above findings it is concluded that the following outcome of the research evaluation which include the recruitment and measures of corporate performance recruitment practice

influence the effectiveness of manufacturing firms. And that, recruitment practice also influence the efficiency of manufacturing firms.

Conclusions/ Recommendation

In conclusion, the study established that recruitment practice has remarkable influence on corporate performance. It has been found that the performance of manufacturing firms can be attributed to recruitment practice base on the results the researcher concluded that the effectiveness of enforcing recruitment practice in manufacturing firms. The findings show that recruitment practice has a huge impact on the performance of manufacturing firms.

In the light of the findings we recommended that; that recruitment practice should be open so as to embrace the contribution all departmental heads. And that aspect which favours certain people should be completely avoided so as to get the best people for the job. And finally, that manager’s should adopt quality recruitment practices which will enhance the intensification of the organization and on best fit approach of recruitment.

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