

| RESEARCH ARTICLE

**The Effect Of Human Resource Development On Organisational Productivity:
A Study Of The Nigerian Bottling Company Plc, Benin City**

Jimoh Awwal¹; Muhammed Adamu²; Momoh Idris³

1-3: Department Of Business Administration And Management, School Of Business Studies, Auchi Polytechnic, Auchi.

Corresponding Author: Jimoh Awwal | E-mail: Jimohawwal@gmail.com

| ABSTRACT

This study examines the effect of human resource development on organisational productivity with emphasis on the Nigerian Bottling PLC, Benin City, Nigeria. Many organisations in Nigeria have been characterized by poor performance as a result of poor employees' input, associated with either lack of manpower development or lopsided man power development plan. This study was necessitated by the need to carry out an empirical study on the subject matter to determine how human resource development programme influence employees' performance in corporate organisations with emphasis on the Nigerian Bottling PLC, Benin City. The study broadly focused on: the relationship between human resource development and employees productivity; the linkage between the human resource development programmes' contents and the knowledge the employees need to excel on the job, formed the basis of the hypotheses of the study. The study relied on the use of primary data for analysis. Therefore the questionnaire which was adopted as the means of data gathering were served on the employees of the firm, while the chi square statistical tool was adopted as data analytical technique. The hypothesized statements tested indicated that a significant relationship exists between human resource development and employee productivity in the firm, while the training/development programmes' contents are in line with what the employees' need to improve performance. Recommendations were however made on how to improve human resource development programmes in the organisation and strengthen employees' performance. Among such recommendations include the need to match human resource development programmes' contents with the knowledge/information employees need to excel on the job, in addition to the need for regular training of employees for effective performance, among others.

| KEYWORDS

Human Resource Development, Organisational Productivity, Nigeria Bottling Company PLC, Benin City, Nigeria

Introduction

Human capital development has played a significant role in the performance of notable firms such as Microsoft incorporation, Apple Computers, Dangote Group, and host of others; and has similarly helped in propelling economic development in most developed countries such as United State of America, Britain and Japan among others (Attah, 2020). Human resources development is the process of investing in people so that they are equipped to perform effectively (Craig, 2013). These processes are part of an overall human resource development approach that hopefully may result in people being motivated to perform better (Attah, 2020). Human resources development is considered as critical factor for increasing productivity particularly in organizations that offers special services. Productivity on the other hand is the best use of different resources (as the inputs of the system), in the fulfillment of organizational goals. Productivity level of employees is influenced by a wide variety of skills, characteristics and attitudes. These include formal training and qualification, motivation levels, initiative, team skills, attention to detail Judgment, multi-task abilities, communication skills, general attitudes and work ethics (Attah, 2020). Human resources development is the most important factor for organizational success. Similarly the durability,

The Effect Of Human Resource Development On Organisational Productivity: A Study Of The Nigerian Bottling Company Plc, Benin City

continuation and success of an organization depend on the productivity of its work group (Onah, 2015).

Developed human resources creates value and generates revenue, able to spot opportunities and take advantage of them, able to develop and implement strategies that make the organization a market leader, and ultimately optimizes organizational performance. Human capital consists of knowledge, skill, and experience (Njoku, 2018).

The formal educational system does not adequately teach specific skills for a position in a particular organization. Few employees therefore have the requisite skills, knowledge, abilities and competencies needed to work, as a result, many require extensive training to acquire the necessary skills to be able to make substantive contribution that will improve the productivity of the organization. If employees are to experience efficiency and effectiveness on the job, they need to acquire and develop knowledge and skills and if they are to believe that they are valued by the organization they work for, they need to see visible signs of management commitment to their development needs.

Human resources development of an employee is an issue that has to be faced by every organization. However, the amount, quality and quantity of human resources development carried out vary enormously from organization to organization. According to Arua (2019), factors that influence the quantity and quality of human resources development activities include; the degree of internal change, the availability of suitable skills within the existing work-force and the extent to which management see human resources development program as a motivating factor that increase workers' Productivity. Many organizations meet their needs of human resources development in an ad hoc and haphazard manner, other organizations however, set about identifying their human resources development needs.

It is worth noting the Nigeria Bottling Company PLC since its inception has a number of human resources development programs for its staff. These programmes are study leave, workshops, on the job training, and job rotation, but despite these development programmes there has been no research work to determine their effectiveness. Therefore, a huge gap still exists in developing country like Nigeria; Njoku (2018), however, observed that the attention given to the study of human resources development in Nigeria has not matched the seriousness which the concept deserves. It is in view of this that this study is being carried out to examine human resources development in the Nigeria Bottling Company PLC, Benin City, with a view to determining whether employees' productivity is attributed to human resources development policy of the organisation.

Objective of the Study

The objectives of this research include:

- a. To examine the relationship between human resources development and employees' productivity in the Nigeria Bottling Company PLC, Benin City.
- b. To determine if the training programmes/contents are in line with what the employees' need to improve performance in the Nigeria Bottling Company PLC, Benin City.

Research Hypotheses

The research hypotheses which are stated in the null forms are indicated as follows:

H01: There is no significant relationship between human resource development and employees' productivity in the Nigeria Bottling Company PLC, Benin City.

Ho2: The training/development programmes' contents are not in line with what the employees' need to improve performance in the Nigeria Bottling Company PLC, Benin City.

Literature Review

Conceptual Framework

The Concept of Human Resources Development

Human resources development, (HRD) is the framework for helping employees develop their personal and organizational skills, knowledge, and abilities, it also include employees training and career development. The focus of all aspect of human resources development is on developing the most superior workforce so that the organization and individual employees can accomplish their work goal in service to customer and organization. Drucker (2007), noted that, human recourses development means to develop available manpower through suitable methods such as training capable managers and transfers enhancing opportunities for career development. Human resources development programs create a team of well-trained, efficient and capable managers and subordinates. Such team constitutes an important asset of an enterprise. One organization is different from another mainly because of the people (employees) working therein. Ezeani (2016), saw the importance of human resources when he quoted Ndiomu (2018) as observing that personnel of an organization comprises men and women young and old who are engaged in the production of goods and services and who are the greatest asset of the organization. It can therefore be inferred that the importance of human resources to the survival of an organization cannot be overlooked. Likert (1974), in agreement with this assertion stated that the activities of any enterprise are initiated and determined by the persons who make up that institution. Thus plant, offices, computers, automated equipment and a modern firm are unproductive on their own except for human efforts and direction. Nwankwo (2017), acknowledged the relevance and importance of human resources when he observed that there is no organization without human resource and even if an organization has got all the money and materials it needs, it must still find capable people to put them into effective use. The position of Nwankwo (2017) clearly underscores the relevance of human resources to any organization. Human resource must be viewed in the same context as the financial, technological and other resources that are managed in organization to increase productivity. The point of emphases by Nwankwo stems from the fact that other organizational resources like finance, machinery, and other physical resource cannot effectively and efficiently be utilized towards organizational goal attainment and survival without their manipulation by the human resources. Therefore, an organization whose human resources is inadequate will remain poor, unproductive, ineffective and in efficient. In conformity with Nwankwo (2017), Riggs (2019), maintained that no nation in the world can carry out any of its development programme without adequate and competent human resources. Corroborated this when he noted that the human resources of any nation hold the key to its survival, prosperity and future economic and social development. Ede (2011) sees the human resources of any public or private organization as the most essential resources of that organization, it is human beings in the organization who can be well trained and developed intelligently to harness the other resources in such a way as to achieve organizational aims and objectives and ultimately ensure the survival of the organization. In a similar contribution to the relevance of the human resources, Arua (2019), noted that human resources sits at the commanding height of all other resources. It translates, activates and co-ordinate other resources such as money, material and machines in the production chain for useful purpose in order to achieve desired goals.

However, Drucker (2007), asserts that the image of any organization or government is to a great extent reflected on the caliber and competence of staff that are vested with the responsibility of the implementation of its policies. Ezeani (2016), view is in tandem with Ndiomu (2018), who posits that a good organizational structures does not by itself guarantee good performance. Human resources are as essential to the existence, survival and development of an organization as food is to human beings. The position of Drucker categorically shows the inevitability of the human resources to the organization thus. It is the live wire of any organization. Organizational resources like finance, machinery, building and other physical resources cannot be effectively utilized towards the attainment of the organizational goal without the manipulation by human resources. The belief here is that what set most organization up as successful organization is the human resources. Therefore, the success or failure of any organization is therefore dependent on its human resource (Nwakwo, 2017, Arua, 2018).

Theoretical Framework

Human Capital Development Theory

Human capital theory can be traced to Friedman's neoclassical ideas of 1976 as well as the influential Chicago School approach to economics. Human capital theory core elements were developed by contributors such as Shultz, Mincer, and Becker (1992). Shultz, et al, (1992) extend the discussion in economics to human behaviour. Friedman (1976) argues that investment on education and training are the most relevant contributions that can be expended on any people. The main proposition of human capital theory according to Friedman, is that the more education acquired the more pecuniary and or non-pecuniary returns. Such returns may be present at distinct levels of (a) individual (i.e., performance), (b) organisation (i.e., productivity/profit), and (c) national (i.e., quality products and services). The key emphasis according to Shultz, et al (1992) is that, if human resource is heavily invested on in terms of training, retraining and management development, the probability of achieving the best from such an individual is very high.

In another perspective, human capital theory also postulates that some labour is more productive than the other as result of more resources that have been invested into their training (Mueller, 1982). One of the key tenets of the human capital theory is that like any other business investments, an investment in skill-building would be more profitable and likely to take a longer period over which the returns from such investment can be accrued (Mueller, 1982). Studies have shown that investments in human capital including training, retraining and development positively influenced organisational performance. As result, training and development will continue to be a valued component in the modern-day management of human resources (Patlow, 2016).

Fredrick Taylor Scientific Theory

Scientific management theory was developed by Sir Fredrick Taylor in 1911. Taylor's scientific management theory analysed and synthesizes workflow system in an organisation. The main objective of scientific management theory is the improvement of economic efficiency, especially, the labour productivity.

Among the key assumptions of scientific management theory are the minimization of wastage, scientific selection and scientific training of workers. Taylor might have realized that a well-trained worker would add better value to an organisation in terms of performance as well as a reduction in material wastage. Thus, he emphasised on the need for scientific training of employees in the workplace. Based on Taylor (1911) scientific management theory and in line with the present study objective, employees' training and development need to be accorded a top priority in the organisation in order to improve the skills, abilities and attitude of the workforce which will therefore make them positive contributors to the achievement of the set goals.

Empirical Studies

The influence of human capital management on organisational performance was investigated by Ajisafe, Orifa, and Balogun (2015). The study interviewed sixty-two senior employees from five banks out of the twelve commercial banks in Ondo town in Nigeria. The independent variables included work process, access to materials, selection procedure, promotion, training/development opportunities, leadership behaviour and operational procedure while the dependent variable was performance measured using profitability. The result arising from their analysis revealed that human capital management has a significant and positive influence on organisational performance. The study recommended that training and development programmes should be prioritized in the banking industry and that bank workers should be encouraged to develop their careers in order to guarantee their job security. Based on Ajisafe et.al (2015), it can be adequately established that if employees' training and development is properly design and implement in an organisation, it may likely influence organisational performance positively.

In another study, Mba and Tonye (2019) investigated human resource development and organisational performance in Nigerian Liquefied Natural Gas Company Limited (NLNG). The study used a descriptive research design to sample the opinion of 370 respondents using Yamane (1964) to determine the sample size. The study operationalised human resource development practices to include training, development and employees' motivation/commitment while the organisational performance was measured using individual employee's contributions to overall job performance. The study in the end found that the practice of training and development in (NLNG) provide their employees with greater intrinsic rewards other than the traditional human resource development tools. The study further revealed that there is a significant relationship between human resource development practices (i.e., training and development). In addition, increased employees' motivation and commitment also helped the organisation to continue to meet its set objectives.

Obisi and Anyim (2018) examined the importance of strategic human resource development to sustainable economic growth in Nigeria focusing on Bayelsa State and adopting non parametric statistics for the study. They argued that despite several economic reforms programs embarked on by the state government, few successes were recorded owing to the state's poor attitude towards the training and development of its citizens. The study further established that strategic importance of human resource development cannot be over-emphasised especially in a situation where there is a need for meaningful change.

Research Methodology

Research Design

The research design is the framework and guide in collecting and analyzing data for the study. There are two major types of research designs in social sciences. These are the case study and survey designs. The case study is an in-depth analysis of a small unit. On the other hand, the survey approach takes into consideration a larger sample and the findings generalized. In this study, cross sectional data obtained across different departments of the Nigeria Bottling Company PLC, Benin City was used as such data were extracted concurrently from questionnaires served on staff of the firm. This enabled us to gather meaningful data on the study phenomenon for the purpose of reliability and generalization. Therefore, in this study the survey approach was used.

Population of the Study

The population of this study are staff of the Nigeria Bottling Company PLC, Benin City. This population (142) was distributed into the various departments of the firm. Table 1 shows the distribution of the population of the study.

Table 1: Distribution of Population Among the various departments of the ministry.

Department	Number
Logistics/operations	69
Finance and Admin	35
Human Resources	20
Monitoring	5
Engineering/Maintenance	18
Planning research and statistics	5
Total	142

Source: Field Survey 2022

Determination of Samples Size

The population of study are staff of the Nigeria Bottling Company PLC, Benin City. The population of this study is a finite one (142). This permitted the researcher to adopt a purposive sampling method for the study.

Research Instrument

The major research instrument that was applied in this research work is the questionnaire which according to Ogolo (1996) is used in obtaining data from a sample population. The questionnaire consisted of both open and close ended questions. A total of 142 questionnaire were administered on the respondents out of which 139 were retrieved. Of the 139 retrieved questionnaire, 133 were found useful for the purpose of this study. This shows a success rate of 93%.

Method of Data Analysis

Data obtained were refined for all purposes and ease of comprehension. To achieve this, we used tables, percentages and where necessary used means and charts. The stated hypotheses were tested using the non – parametric static chi-square (χ^2). The formula is mathematically presented as:

$$\text{Formula: } \chi^2 = \sum \frac{(fo - fe)^2}{fe}$$

- Where χ^2 = output of the chi-square model
- fo = observed frequencies
- fe = expected frequencies

Decision rule: If χ^2 calculated is $\geq \chi^2$ table reading, then reject the null hypothesis and accept the alternate hypothesis

Data Presentation and Analysis

Human resource development highly impacts on employees' productivity in the Nigeria Bottling Company PLC, Benin City

SEX	SA	%	A	%	D	%	SD	%	TOTAL
Male	20	15.0	12	9	17	12.8	24	18.1	73
Female	30	22.6	8	6	2	1.5	20	15.0	60
Total (No)	50		20		19		44		133
(%)		37.6		15.0		14.3		33.1	100

Source, field survey 2022

The training/development programmes contents are what the employees need to know to improve performance at the Nigeria Bottling Company PLC, Benin City

SEX	SA	%	A	%	D	%	SD	%	TOTAL
Male	38	28.7	5	3.7	15	11.3	15	11.3	73
Female	10	7.5	42	31.5	5	3.8	3	2.3	60
Total (No)	48		47		20		18		133
(%)		37.6		35.2		15.1		13.5	100

Source, field survey 2022

Test of hypotheses

Hypothesis 1

In line with the above, the null (H_0) and the alternative (H_A) hypothesis are stated below:

Null Hypothesis (H_0): There is no significant relationship between human resource development and employees' productivity in the Nigeria Bottling Company PLC.

Alternative Hypothesis (H_A): There is a significant relationship between human resource development and employees' productivity in the Nigeria Bottling Company PLC.

Contingency Table 1

SEX	SA	A	D	SD	TOTAL
Male	(a)20	(b)12	(c)17	(d)24	73
Female	(e) 30	(f) 8	(g) 2	(h) 20	60
Total	50	20	19	44	133

The Effect Of Human Resource Development On Organisational Productivity: A Study Of The Nigerian Bottling Company Plc, Benin City

Source, field survey 2022

Formula $CT \times RT$

$$(a) \quad \frac{50 \times 73}{133} = 27.4$$

$$(b) \quad \frac{20 \times 73}{133} = 11.0$$

$$(c) \quad \frac{19 \times 73}{133} = 10.1$$

$$(d) \quad \frac{44 \times 73}{133} = 24.2$$

$$(e) \quad \frac{50 \times 60}{133} = 22.6$$

$$(f) \quad \frac{20 \times 60}{133} = 9.0$$

$$(g) \quad \frac{19 \times 60}{133} = 8.6$$

$$(h) \quad \frac{44 \times 60}{133} = 19.8$$

CELL	O	E	O-E	(O-E) ²	$\frac{(O-E)^2}{E}$
A	20	27.4	-7.4	54.76	2.0
B	12	11.0	1	1	0.1
C	17	10.1	6.9	47.6	4.71
D	24	24.2	-0.2	0.04	0.002
E	30	22.6	7.4	54.76	2.4
F	8	9.0	-1	1	0.1
G	2	8.6	-6.6	43.6	5.1
H	20	19.8	0.2	0.04	0.002

Chi square (X^2) calculated = 14.604

DF = (R-1) (C-1) = (2-1) (4-1)

(1) (3) DF = 3

At a degree of freedom of 3, at 0.05 significance level, the chi-square table value stood at 7.81

Therefore using the chi-square (X^2) to test at 0.05 level of significance, the calculated chi-square (X^2) value is 14.60 while the tabulated chi-square value is 7.81.

Decision Rule

Since X^2_{cal} is greater than X^2_{tab} the null hypothesis (H_0) is rejected and the alternative (H_A), which states that there is a significant relationship between human resource development and employees' productivity in the Nigeria Bottling Company PLC, Benin City is accepted.

Hypothesis Two

The null and alternative of hypothesis two are stated below:

Null Hypothesis (H_0): The training/development programmes contents are not in line with what employees' need to know to improve performance at the Nigeria Bottling Company PLC, Benin City.

Alternative Hypothesis (H_A): The training/development programmes contents are in line with what employees' need to know to improve performance at the Nigeria Bottling Company PLC, Benin City.

Contingency Table Two

SEX	SA	A	D	SD	TOTAL
Male	(a) 38	(b) 5	(c) 15	(d) 15	73
Female	(e) 10	(f) 42	(g) 5	(h) 3	60
Total	48	47	20	18	133

Source: Field Survey 2022

Formula CT x RT

$$\frac{GT}{(a)} = \frac{48 \times 73}{133} = 26.4$$

$$\frac{(b)}{133} = \frac{47 \times 73}{133} = 25.8$$

$$\frac{(c)}{133} = \frac{20 \times 73}{133} = 11.0$$

The Effect Of Human Resource Development On Organisational Productivity: A Study Of The Nigerian Bottling Company Plc, Benin City

$$\begin{array}{r} \text{(d)} \quad 18 \times 73 \\ \hline 133 \end{array} = 9.9$$

$$\begin{array}{r} \text{(e)} \quad 48 \times 60 \\ \hline 133 \end{array} = 21.7$$

$$\begin{array}{r} \text{(f)} \quad 47 \times 60 \\ \hline 133 \end{array} = 21.2$$

$$\begin{array}{r} \text{(g)} \quad 20 \times 60 \\ \hline 133 \end{array} = 9.0$$

$$\begin{array}{r} \text{(h)} \quad 18 \times 60 \\ \hline 133 \end{array} = 8.1$$

CELL	O	E	O-E	(O-E) ²	$\frac{(O-E)^2}{E}$
A	38	26.4	11.6	134.56	5.1
B	5	25.8	-20.8	432.64	16.7
C	15	11.0	4.0	16	1.5
D	15	9.9	5.1	26.01	2.6
E	10	21.7	-11.7	136.89	6.3
F	42	21.2	20.8	432.64	20.4
G	5	9.0	-4.0	16	1.8
H	3	8.1	-5.1	26.01	3.2

Chi square (X²) calculated = 57.60

DF = (R-1) (C-1) = (2-1) (4-1)

(1) (3) DF = 3

At a degree of freedom of 3, at 0.05 significance level, the chi-square table value stood at 7.81

Therefore using the chi-square (X²) to test at 0.05 level of significance, the calculated chi-square (X²) value is 57.60 while the tabulated chi-square value is 7.81.

Decision Rule

Since X_{cal}^2 is greater than X_{tab}^2 , the null hypothesis (H₀) is rejected and the alternative (H_A) which states that the training/development programmes contents are in line with what employees' need to know to improve performance at the Nigeria Bottling Company PLC, Benin City.

Discussion of Findings

This study was carried out at the Nigeria Bottling Company PLC, Benin City covering a staff population of 143. A purposive sample size of 142 was established for the study. The main points raised, as indicated in the introductory chapter are discussed below:

The study shows that a significant relationship exists between human resource development and employees' productivity in the Nigeria Bottling Company PLC, Benin City. The finding of this study agreed with that of Dawodu (2018), who examined the impact of human resource development on the performance of money deposit banks in Ondo town. Similarly, the finding is also in line with the study of Fatoki (2019), who explores the impact of human capital development on employees' performance in Unicem, Calabar.

The result of the study also showed that training/development programmes' contents are in line with what employees need to know in order to improve performance. This will in turn improve employees output in the firm. This shows the relationship between training/development programmes' contents and training needs of the employees. This result also agrees with the study carried out by Awan and Sarfraz (2018) and Attah (2020) in their study on the relationship between human resource development programme contents and employees performance.

Conclusion

This study reveals typically the impact and importance of human resource development in any organisation. The study further showed that the contents of human resource development programmes must be constantly changed to meet the rising challenges of a typical work environment.

Recommendations

The following recommendations are made in line with the findings of the study.

- a. Training and development contents should jointly be drafted by training agencies and management. Such programmes should be in line with the tasks and targets of employees to make their jobs easier.
- b. The selection of employees for training should be based on merit and not on patronage. This would encourage employees to put their best at work and derive job satisfaction.
- c. Employees should be made to undergo training on regular basis in order to be able to face the rigorous challenges of every day job, and for efficient service delivery.

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The Effect Of Human Resource Development On Organisational Productivity: A Study Of The Nigerian Bottling Company Plc, Benin City

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