HUMAN RESOURCE MANAGEMENT PRACTICES AND EMPLOYEE'S PERFORMANCE IN KWARA STATE PUBLIC SERVICE

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BEING A THESIS SUBMITTED AND PRESENTED TO THE DEPARTMENT OF BUSINESS AND ENTREPRENEURSHIP, FACULTY OF HUMANITIES, MANAGEMENT AND SOCIAL SCIENCES, KWARA STATE UNIVERSITY (KWASU), MALETE. IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF M.Sc.IN BUSINESS ADMINISTRATION.

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DECLARATION

I Shola Funmi BUOYE (18/27/MBA006) shall hereby declare that this thesis titled: **"HUMAN RESOURCES MANAGEMENT PRACTICES AND EMPLOYEE PERFORMANCE IN KWARA PUBLIC SERVICE"** is record of my research work. It has neither been presented nor accepted in any previous application for a higher degree. All sources of information have been specifically acknowledged. In addition to the above, the research work was ethically approved by the University Ethical Review Committee.

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CERTIFICATION

This is to certify that this thesis has been read and approved as meeting the requirements of the Department of Business and Entrepreneurship, Kwara State University, Malete, for the proposal defense of Degree of Masters of Science in Business Administration

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DEDICATION

This Thesis is dedicated to Almighty God.

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ABSTRACT

The state of the Nigerian public sector is dissatisfactory, and this can be attributed to a number of causes, including a lack of clear objectives and goals that can be traced back to personnel. Continuous observations of employees executing various tasks without any sort of monetary compensation raises the question of whether the problem is related to human resource policies in the public sector, where the majority of people work. This study examine the effect of human resource practices on performance of employees in Kwara State Public services. The specific objectives were to: determine the impact of performance related pay on job satisfaction in Kwara State Public service; examine the effect of job enhancement on employee commitment in Kwara State Public service; ascertain the effect of promotion on employee's productivity in Kwara State Public service; and evaluate the extent of the relationship between recognition and employee involvement in Kwara State Public service. The population of the study consists of employees of Kwara State Agencies operating under the New Public Service; Kwara State Internal Revenue Service, Kwara State Hospital Management Bureau, Bureau of Land and Kwara State Social and Community Development Agency. The study was exploratory with the view to clarify and define the nature of a problem. It also adopted a cross sectional analysis that allows data from the population using survey methods in analyzing data and was considered appropriate as for the study. The instrument employed during the collection of data for this study was structured closed ended questionnaire and interview. The study adopted a convenience sampling techniques and the data was analysed using standard multiple regression. The regression coefficients revealed adjusted R^2 of 0.570, 0.263, 0.146 and a correlation 0.167 for job satisfaction, employee commitment, productivity, and employee involvement respectively. The study find out that Human resource management practices is integral parts of business strategy which focus on improve strategy to achieving organizational objectives, maintain its productivity through increase employee commitment, accommodate employees needs and placing reward on their effort. Reward systems have different parts and structures depending on the need of the organization exploiting the reward system for organization profitability and growth. There is a great need for organization to consider the most common part of every reward system which are paramount and of great concern to their employee performances. The study recommends that organization (State Public Service) needs to fully maintain and sustain the human resource management system, as it is proven to have several benefits for the organizational growth. The study also recommends that the organization should take proactive steps in training its employees. It is also recommend that organization should recognize employees to enhance performance and capability by compensating and appreciating appropriately.

CHAPTER ONE
INTRODUCTION

1.1 Background to the study

Since independence, Nigeria has achieved remarkable progress in social, political and economic sectors of the economy. In the public service commendable progress has been made during this period. Unfortunately, public administration has lagged far behind (Sharma & Goyal, 2017). In modern days, it has become imperative to have separate specialists to perform human resource functions in public service (Shama & Goyal, 2017). Also, with the tremendous expansion in the public services, it has become essential to have human resource practices to ensure committed employees (Aswathappa, 2010). In the past, public services could, perhaps, afford the luxury of being not business-like and of adopting hit-and-miss methods of employee management. Efforts are made to justify employee inputs to meet the ever-rising deficit in public service budgets to meet up with service delivery (Shama & Goyal, 2017). Similarly, in the field of human resource management, as long as salary budget comprised only a small portion of the total budget, public service administration could afford to neglect the introduction of scientific and progressive principles of human resource management but they can no longer do so as cost like salaries and wages, training and development etc. now represents higher percentage of the total public service budget.

In the united State of America, initially rewarding good performance constituted a challenging task. Yet it is one which was necessary to support improvements in performance sought through the Strategic Management Initiative. The organisations in USA consideres rewards as an important component of any effective human resource practices. According to Niles (2013), human resource practices play important roles in the operations of a public sector organization. The role of human resource management includes legal and ethical issues, health and safety of employees, careers in public sector, labour union in public sector, job analysis and design, recruiting and selecting employees, employee compensation and benefits, training and motivating employees, and termination of employees' appointment etc. (Akpoviroro, Akanmu, Akinrinola, & Salau,2018).

Similarly, firms in African have considered employee performance to become one of the significant indicators in measuring organizational performance in many studies on performance (Wall, Wood & West, 2004). Even though, performance is oftentimes determined by financial figures, it can also be measured through the combination of expected behaviour and task related aspects (Motowidlo, 2003). In fact, performance that is based on an absolute value or relative judgment may reflect overall

organizational performance. Noe and Wright (2010) state that in an early stage, the management of an organization ignores the function of human resource management practices as a main driver of organizational success. Only lately, the potential role of human resource management in enhancing organizational performance has been realized. Human resource management practices can improve the performance of organizations by contributing to employee and customer satisfaction, productivity and development of good reputation among firms (Noe, 2007).

Creating appropriate reward mechanisms for good performance in the civil service is a challenging task. There is not the same freedom as in the private sector to introduce bonuses or offer 'perks' like company cars and holidays. The definition of what constitutes outstanding performance can be difficult. Much good performance comes down to effective team work rather than necessarily that of individuals. Poorly constructed reward schemes may distort performance achievements. For these and for other reasons, rewarding performance in the civil service is not straightforward. Performance comprises of actual output of an organization as measured against its goals and objectives (intended inputs). In recent years, many organizations have attempted to measure performance using the balances scorecard methods where performance is tracked and measured in multiple dimensions such as financial performance, customer service, social responsibility, employee performance etc. (Richard, 2009).

1.2 Statement of the Research Problem

The Nigeria's public sector is in a non-satisfactory state and this is traceable to several factors especially the lack of clear cut objectives and goals that are traceable to employees. Continuous observations of employees performing different task without been attached to any form of pay related reward, pose a question if the problem has to do with human resources practices in the public service where majority of the people get employed. Over the past few years, public services have advanced and are still advancing globally. However, strategy in Nigeria is still far from what it should be due to some factors driving human resources challenges in the public sector which has been identified as: poor human resources planning and management strategies; unsatisfactory working conditions characterized by: lack of recognition, rigid working schedules; poor quality delivery programmes; and absence of individualized reward system (Awofeso, 2018).

The human resource department have often failed to forecast job enhancement in public service which causes mismatch in finding the right talent to fill key positions. In the meantime both productivity and

the commitments of the employees suffer. Employee commitment declines because of inadequate job enhancement practices which make them feel frustrated. Employees who remain often display complacency causing the further breakdown in commitment. This had been suggested by several scholars but studies on the measurement of the effect of performance related pay on employee job satisfaction is yet to be put forward.

Abubakar and Abubakar (2013) state that most of those studies conducted on promotion and employee productivity in Nigeria focused more on organizational strategy in private organisations like banks, manufacturing firms etc., with few from the public sector and Anakwe, 2002, Okpu and Emiti(2011) also agree that promotion should be view as reward system mechanism. Incidentally, Kwara State Public organisations carryout promotion exercise not as a means of enhancing the productivity of the employees but as mere routine rituals which are done annually. These imperfections motivated the researcher on the heed for yet another study on the impact of promotion on employee productivity in public sector.

According to Obajimi (2012), there is established relationship between recognition and employee involvement among private organization. However, the effect on the productivity in public service still remains debatable. There is thus an urgent need to examine the impact of recognition on productivity in public service in Nigeria. In public sector, employees rarely get involved because they are not often recognized as a means of reward system. Employees with low morale adversely impact others in the workplace which can directly impact organizational performance negatively. There is dearth of literature as to the relationship between recognition and employee involvement in public service particularly in Nigeria.

Human Resource Practice are mostly associated with private sector, however, there is growing demand for public organization or agencies with the new public service rules to adopt Human Resource Practice as a means of improving performances. This growing gap in literature is been debated, hence, the need to conduct the study.

1.3 Research questions

This research work was conducted to answer the following research questions:

i. To what extent can performance related pay impact on job satisfaction in Kwara State Public service?

ii. How does job enhancement affect employee commitment in Kwara State Public service?

iii. To what extent can promotion impact on employee's productivity in Kwara State Public service?

iv. what is the extent of the relationship between recognition and employee involvement in Kwara state Public service?

1.4 Objectives of the study

The main objective of this study is to examine the effect of human resource practices on performance of employees in Kwara State Public services. The specific objectives are to:

- **i.** determine the impact of performance related pay on job satisfaction in Kwara State Public service;
- **ii.** examine the effect of job enhancement on employee commitment in Kwara State Public service;
- **iii.** ascertain the effect of promotion on employee's productivity in Kwara State Public service;
- **iv.** evaluate the extent of the relationship between recognition and employee involvement in Kwara State Public service

1.5 Research Hypotheses

In line with the research questions raised above and to achieve the stated objectives, the following hypotheses will be tested;

H_{01}: performance related pay does not have significant impact on job satisfaction in Kwara State Public service

H_{02}: there is no significant impact of job enhancement on employee commitment in Kwara State Public service.

H_{03}: promotion does not significantly impact on worker's productivity in Kwara State Public service.

H_{04}: there is no significant relationship between recognition and employee involvement in Kwara State Public service.

1.6 Significance of the Study

This study focuses on the impact of human resource practices on employee performance in Kwara State Public service. The adoption of effective human resource practices in Nigeria public services will reduce the frequent strike actions and industrial disputes which lead to low morale among employees in Nigeria and also poor public sector service and waste of time in public services.

Fair and equitable pay of employees will lead to their motivation and commitment to do their best in their respective workplace. This can be ensured when human resource management practices are effectively adopted in Nigeria public services. When employee put maximum strength to their work, organization can be assured of increased performance. This research is also relevant to the management of public services in the sense that when employees are motivated and committed to their work, it will lead to reduction in the frequent strike action and industrial conflicts in Nigeria public sector which enhances organizational performance. Adequate human resource practices will help the organization to maintain its productivity in the situation of high turnover, retirement or death of employees. Employee recognition helps the organization to know the job's worth which will help reduce cost and lead to increased performance.

The community of the public services will expect quality service without wasting so much time in public services when human resource practices are effectively introduced and employees are motivated and committed to their job. Even the government can assure Nigerians of providing quality public sector if the practices are effective.

This research will assist policy makers and planners in public services to identify appropriate interventions to improve the performance of workers and the public sector in Nigeria.

1.7 Scope of the Study

The main focus of this research is to examine human resource practices and its effect on employees' performance in selected Kwara State agencies operated under the New public Service management policies. The research focused on these agencies because of their strategic importance to the Government and the renewed efforts towards ensuring efficient service delivery through motivated workers. The choice is also informed by the adoption of new public service management among the agencies. The research covered the time frame between years 2014 to 2020.

1.8 Limitation of Study

This study was limited by the number of variables. Some of these variables range from the use of only private sectors in the Nigeria. Also the study did not capture the strategic contributions of public sector. Cross-sectional survey method was used in this study which ignores the effect of past and continuous influence of human resource practices on organizational performance.

1.9 Operationalization of Study Variables

The two constructs in the study are Human resources practices as the independent construct and employee performance of as dependent construct. This is represented below;

$Y = f(X)$;

Where Y = Employee Performance; X = Human Resource Practices

The two constructs are further broken down into their respective variables as follows;

$Y = (y_1, y_2, y_3 \& y_4)$

Where

y_1 = Job Satisfaction

y_2 = employee commitment

y_3 = employee's productivity

y_4 = employee involvement

$X = (x_1, x_2, x_3 \& x_4)$

x_1= performance related pay

x_2 = Job enhancement

x_3 = Promotion

x_4= Recognition

The relationships between the variables in this study are as follows;

x_1= performance related pay

x_2 = Job enhancement

x_3 = Promotion

x_4= Recognition

y_1 = Job Satisfaction

y_2 = employee commitment

y_3 = employee's productivity

y_4 = employee involvement

1.10 Definition of Terms

Agencies: this consist of public organizations that are clearly a part of the government and deliver public programs, goods, or services but, exist as separate organizations in their own right. Possibly as legal entities- and operate with a partial degree of operational independence.

Career: Career is the constant progress, experience and skill acquisition of a person in a specific work field.

Core Civil Service: this consists of a governing body with a defined territorial authority. Core governments include all departments, ministries, or branches of the government that are integral parts of the structure, are accountable to and report directly to the central authority – the legislature, council, cabinet or executive head.

Efficiency: efficiency is a measurable concept that can be found by finding the proportion of useful output to total input. It minimizes the waste of resources such as physical materials, energy and time, while, successfully achieving the desired output.

Effectiveness: this is defined as the degree to which objectives are achieved and the extent to which targeted problems are solved. In contrast to the efficiency, effectiveness is determined without references to cost and whereas efficiency means, "doing the thing right" effectiveness means, "doing the right thing". In order words, it means the output of specific analyses that measure the achievement of a specific educational goal.

Job: job, also refers to as employment, work or occupation, is a person's role in society. More specifically, a job is an activity, often regular and often performed in exchange for payment

Public enterprise: these are agencies that deliver public programs, goods or services, but operate independently of government and often have their own sources of revenue in addition to direct public funding. They also may compete in private markets and may make profits. However, in most cases, the government is the major shareholder, and these enterprises partly follow the acts and regulations that govern the core government.

Practices: Practices are series of managerial decisions and acts which determine long-term performance organization.

CHAPTER TWO
LITERATURE REVIEW

2.0 Preamble

This chapter reviewed relevant literatures on the concepts, theories and the empirical evidences. All concepts relating to key variables were explored.

2.1 Conceptual Review

2.1.1 Human Resource Practices

The human resource practices emanated from elements of strategic human resource management. Olota, Aun, and Oyedokun, (2017) define the strategic management as "a series of managerial decisions and acts which determine long-term performance organization". James, Fred, and Sara (2017) point of view, strategy means "organization act for achieving superior performance". Strategic human resource management is in its developing stage which has generated a lot of argument among different scholar of management. So, it is difficult to determine any clear frame for updating and optimization of distributed models therein (Azmi, 2011). This type of management based on the fact that the organization could perform optimally if its human resources were managed with policies of human resources and its functions such as a number of personnel with appropriate behaviour, required skills and a good level of needed motivation for the organization (Nemli, 2010). Strategic human resources management provides relatively new information about human resources management.

Human resources management has blended with the role human resources management system played in organizational productivity and centralized especially on the adjustment of human resources for obtaining a competitive benefit. Organizations are going to be aware of the fact that successful policies of human resources and their functions could improve their performances in the fields of productivity, quality and financial benefits (Namli, 2010). Strategic human resources management based on the hypothesis that optimal process of human resources management has the capacity to cooperate significantly in organization optimization and this optimization brought up in sectors such as productivity and effectiveness of the organization, compatibility with its conditions, capital return, competition and finally profitability (Stanton & Nankervis, 2011). Human resource practices means a system of human resource practices for a particular job or collection of jobs aimed at the best employee performance possible to meet the firm's ultimate

goals. This definition of human resource practices emphasizes the system of Human Resource strategies, because it is the broad array of practices that matter in terms of employee performance not individual tests, recruiting or interview techniques, for example (Wiki, 2016). It is very paramount to know that the way and manner in which organization design their Human resources practices differ because it is based on the type of job and the focus of the organization generally. For instance, the way firms manage their clerical workers is the difference from the way they manage their senior executives because each group is recruited differently, is selected according to different criteria, attends different training programs and is paid differently.

Also, if an organization focused on customer service, the organization need to build customer service skills and behaviours into all customer-oriented jobs, but the specific strategy for recruitment, selection, training and rewards for a receptionist will be different from those of a purchasing manager. Finally, the best HR practices always stay focused on getting the best performance from employees. Usually, this means getting employees to Have something (skills, competencies, abilities); Feel something (commitment, engagement, motivation); and Do something (come to work, be productive, serve customers, and stay with the organization) (Armstrong, 1994). Strategic human resources management (SHRM) is the comprehensive set of managerial activities and tasks related to developing and maintaining a qualified workforce. This workforce contributes to organizational effectiveness, as defined by the organization's strategic goals. Strategic human resource management occurs in a complex and dynamic environment within the organizational context. A significant trend today is for human resource managers to adopt a strategic perspective of their job and to recognize critical links between organizational and human resource practices(Fottler, Khatri, & Savage 2010; Mathis & Jackson 2008; Pfeffer 2005). Strategic human resource management focuses on actions that differentiate the firm from its competitors. It is suggested by Hendry and Pettigrew (2016) that it has seven meanings: The use of planning; A coherent approach to the design and management of personnel; Systems based on an employment policy and workforce strategy; Often underpinned by a "philosophy"; Matching human resource management activities and policies to some explicit business strategy; Seeing the people of the organization as a strategic resource; and Achievement of competitive advantage (Armstrong, 2012). Strategic human resource management has a clear focus on implementing strategic change and growing the skill base of the organization to ensure that the organization can compete effectively in the future (Holbeche, 2014). Strategic human resource management

facilitates the development of a human capital that meets the requirements of business competitive strategy so that organizational goals and mission will be achieved (Guest, 2017). The strategy of human resource management is an integral part of business strategy and the main focus of this strategy is to achieve organizational objectives. So, strategy then is a set of strategic choices, some of which may be formally planned. It is inevitable that much, if not most, of a firm's strategy, emerges in a stream of action over time (Boxall & Purcell, 2013).

2.1.1.2 Human Resource Functions

Recruitment and selection

Attracting people usually starts with an employee brand. Being an attractive employer has plenty of advantages – just as it is the other way around. A good example of the latter is the tobacco industry which struggles to attract talent due to its tainted reputation. With a strong employer brand and the right sourcing strategies, you're already halfway there. Once candidates apply, the selection process is an HR instrument to pick the best qualified and highest-potential candidates. Technological developments in recruitment have gone very fast and as a result, there are different types of recruitment tools for each part of your recruitment funnel (Guest, 2017).

Performance management

Performance management is essential in ensuring that workers stay productive and engaged. Good performance management involves good leadership, clear goal-setting, and open feedback. Performance management tools include the (bi) annual performance review, in which the employee is reviewed by his/her manager. It also includes 360-degree feedback tools in which peers, managers, subordinates, and sometimes even customers review the employee's performance (Guest, 2017). These kinds of tools can be very helpful in providing feedback. Performance management is also an instrument to close the gap between the workforce you have today and the one you want to have tomorrow. One of the best ways to build your future workforce is through learning and development (L&D).

Training and development

Enabling employees to develop the skills they need for the future is an essential responsibility for HR. This is also related to the first HR function we listed, in which HR bridges the gap between the workforce today and the workforce needed in the near future. Traditionally, organizations have a set budget for learning and development. This budget is then distributed among its employees. In some countries, this fee is mandatory. In the UK, for example, companies with an annual pay bill of more than £3 million pay a mandatory rate of 0.5% designated for the professional education of their employees. Despite the differences in regulation, almost all employers understand the value of investing in the (future) skills of their employees. It's the responsibility of the HR department to lead these efforts in the right direction. (Guest, 2017)

Career Planning.

Showing employees how their ambition can align with the future of the company helps to engage and retain them. For the organization, there are the benefits of better succession planning, higher productivity, and a stronger employer brand.

Performance Appraisal

As a business and society changes, so too must an efficient HR function. Function evaluation is a technical aspect of HR. By evaluating the HR function, the department ensures that the company is successful at both a strategic level and with service delivery and support. The company needs to deliver the level of services required, whilst operating strategically. Practically, function evaluation involves comparing various parts of the overall HR operation. This can include the quality, and availability of workers, job location, working times, the economic situation, job responsibilities, and how much value a job adds to your organization. The idea behind function evaluation is that similar jobs should be rewarded similarly.

- **Ranking method:** a method in which subject matter experts rank functions in terms of how much they contribute to the organization as a whole. Functions are paired and raters have to decide which one is more valuable. This is done with all functions and based on the outcome, a ranking is established.

- **Classification method:** jobs can also be classified in different categories using classification methods. In this case, jobs are categorized and then ranked within these categories to come up with a ranking. Categorizations can include education, experience, the degree of specialized skills needed to do the job, the degree to which these skills are in-demand, and so on.
- **Points method:** jobs are categorized according to the factors the organization believes contribute most to its success. Points are then awarded to each category for every job. These categories can include key competencies, like problem-solving, technical knowledge, communication and influencing skills, innovative capability, business acumen, and so on. These competencies will differ per organization
- **Personal method:** in this method, the job itself is not evaluated but the person doing the job is. Here, employees are rewarded based on their skills and competencies.

2.1.2 Performance Related Pay

Performance related pay can be traced back to the scientific management era where management principles and philosophies were developed some of which are still existing today. Reward systems played an important role in this era in the success and implementation of this philosophy of scientific management. It all started with the American Society of Mechanical Engineers who was the first promoter of management. The most challenging problem they had was what they termed "wage problem" (Drury, 2015). It was in 1895 that Taylor made the first formal presentation in a paper titled "A piece-rate system: A step toward partial solution of the labour problem". One of the major issues addressed in this paper is the "wage problem". Though Peach & Wren (2012) traced the evolution of pay for performance to the 1950s, many management programs had existed in the 1915s many of which were identified with the names of the management engineers themselves like: the Taylor system, the Gantt system, Emerson system and so on (Nadworny, 2017). Although scientific management is not a reward system as stated by Taylor in his testimony before the special committee when he defined what scientific management is not, it is the major concern of scientific management. Scientific management is not a pay scheme for employee neither is it a piece works system. It is not a bonus or premium system neither is it a scheme for paying men but under scientific management, the pay system is simply one of the subordinate elements.

However, task and bonuses constituted the most important elements in scientific management. In this era, Taylor pressed on the need for management to develop plans that offer high wages to workers and a relatively low labour cost to employers while fostering individual pay for performance. This was illustrated in a proposed pay system: the piece-rate plan (Taylor, 1947). Frank and Lillian Gilbreth developed a reward system whose ideas are still being used today (Spriegal& Myers, 1953). They identified two kinds of incentives: direct incentives which include ambition and pride of the worker, and indirect incentives which include rewards and punishment. The characteristics of reward are:

Positive in terms of their perceived gain to the worker.

Predetermined, meaning that they should be decided upon prior to the start of a job.

Personal or individual design i.e. for that particular man for that particular work.

Fixed/unchanged so that once the rate is established it must not be cut.

Assured by the organization so that employees trust that: rewards have always been paid in the past, therefore probably will be in the future.

Prompt so that the reward is announced and received as soon as the work has been completed.

In a world of global competition, employers are looking for better ways of motivating the employee to perform at optimum. One of such practicesis by the use of an appropriate reward system. Reward systems that not only attract and retain top performing employee but constantly motivates them towards achievement (Downes & Choi, 2014). Reward systems had existed in the past and have served as a premise for the development of recent ones that better align the interest of both employee and employer. According to Babakus et al. (2013), the perceptions that employees have with regards to their reward climate influences their attitude towards their employees. In addition, the commitment of managers towards their organization is also shown by how the manager rewards his/her employees.

Hafiza et al. (2011) mentions the norm of reciprocity, which focuses on the ability of organization to accommodate the needs of their employees, and reward them for their effort. In exchange for the rewards provided to them, employees should reciprocate by increasing their commitment towards their organization and their work. Many studies in the creativity literature have shown that the firm's perform creatively (Eisenberger et al., 2018; Eisenberger & Rhoades, 2019). Reward systems have different parts and structures depending on the need of the organization exploiting the reward system. What every organization regards as its goals for profitability and growth are

the parameters that are expected to be included in the reward system to ensure that desired behaviors are rewarded while undesired actions are not. This requires a breakdown and restructuring of organizational goals into understandable and measurable behaviors and performances. The outcome is some forms of a management control tool that measures and rewards performance. These systems sometimes have minimum and maximum reward that can be paid out depending on what it is designed to achieve (Jaghult, 2015). There are different parts of a reward system. The first include the monetary part which is the most common part of every reward system. It is not necessarily the most important part of the system but has a high motivating impact on employee performance. It is the financial part of reward (Merchant, 2017). There are three main categories of the monetary part of a reward system:

Performance base salary-increase: Organizations pay salaries to their employees after every fixed period of time. It is expected that employee competencies increase over time as a result of experience in longevity. As a result, provisions are made for a small increment in salary after particular periods of time (Merchant, 2017). These are known as performance base salary increments.

Short-term incentive plans: It is a cash bonus given mostly to managerial level staff based on performance measured over a short period of time usually less than one year.

Long-term incentive plans: Rewards that are based on performance measures over time periods longer than a year are long-term incentive rewards. By using this plan, a company can reward employees for their great work performance to maximize the firm's long-term value. This also helps to attract and retain key talented persons in an organization (Merchant, 2017). The second is the non-monetary parts which are intangible non-cash rewards such as scope to achieve and exercise of responsibility, career opportunities, health care, learning and development, career progression, the intrinsic motivation provided by the work itself and the quality of working life provided by the organization. A word of appreciation and certificates of recognition are other forms of non-monetary part of a reward system (Jaghult, 2015). Nonmonetary part of a reward system creates a long term effect on employee commitment than the monetary part. However, an effective reward system must contain both components (Amstrong, 2017). Rewards systems can either result in intrinsic motivation or personal growth motivation. Intrinsic motivation is the type that comes from within the individual, a feeling of being proud of something, feeling content and

happy by something that you have done. On the other hand, personal growth motivation is the type that is brought to you by another person or an organization (Kaplan & Atkinson, 2018).

Furthermore, extrinsic rewards can be monetary or non-monetary. The monetary part is usually a variable compensation which is separated from the salary. It is received as an outcome of extraordinary performance or as an encouragement. It can be either individually based or group based. The conditions to obtain these reward systems are often set in advance as well as the performance needs to be expressed in a measurable form (Jaghult, 2005)

2.1.3 Employee Involvement

To date, there is no single and generally accepted definition for the term employee involvement. This is evident if one looks at the definitions forwarded for the term by three well-known research organizations in human resource area, let alone individual researchers. Below are the definitions: Perrin's Global Workforce Study (2013) uses the definition "employees' willingness and ability to help their company succeed, largely by providing discretionary effort on a sustainable basis." According to the study, involvement is affected by many factors which involve both emotional and rational factors relating to work and the overall work experience. Gallup organization defines employee involvement as the involvement with and enthusiasm for work. Gallup as cited by Dernovsek (2018) likens employee engagement to a positive employees' emotional attachment and employees' commitment. Robinson et al. (2004) define employee engagement as "a positive attitude held by the employee towards the organization and its value. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization.

The organization must work to develop and nurture involvement, which requires a two-way relationship between employer and employee." This verdict and definition forwarded by institute of employment Studies gives a clear insight that employee engagement is the result of two-way relationship between employer and employee pointing out that there are things to be done by both sides. Furthermore, Fernandez (2017) shows the distinction between job satisfaction, the well-known construct in management, and engagement contending that employee satisfaction is not the same as employee engagement and since managers cannot rely on employee satisfaction to help retain the best and the brightest, employee engagement becomes a critical concept.

Other researchers take job satisfaction as a part of engagement, but it can merely reflect a superficial, transactional relationship that is only as good as the organization's last round of perks

and bonuses; Engagement is about passion and commitment-the willingness to invest oneself and expand one's discretionary effort to help the employer succeed, which is beyond simple satisfaction with the employment arrangement or basic loyalty to the employer (Blessing, 2018; Erickson, 2015; Macey & Schnieder, 2018). Therefore, the full engagement equation is obtained by aligning maximum job satisfaction and maximum job contribution. Stephen Young, the executive director of Towers Perrin, also distinguishes between job satisfaction and engagement contending that only involvement (not satisfaction) is the strongest predictor of organizational performance.

Engagement as involvement strategy. Recently, scholars within human resource management (HRM) have begun to consider engagement as a management strategy, 'doing engagement' in contrast to 'being engaged' (Truss et al., 2014). This is an emergent field of research that has to date consisted of qualitative case studies. For instance, Jenkins and Delbridge (2013) argue that practices for managing employee engagement can take 'soft' developmental, or 'hard' performance-focused approaches. Contributions within this stream address longstanding debates within the HRM field concerning unitarist and pluralist perspectives on the employment relationship (Arrowsmith & Parker 2013) or theories of organizational communication (Reissner & Pagan 2013).

In contrast to Kahn (2019), who viewed engagement as a qualitative, behavioural and transitory experience that followed the 'ebbs and flows' of daily activities, the Utrecht Group saw engagement as a more stable and enduring attitudinal frame of mind that could be accessed through quantitative methods. This shift in focus reflects an important paradigmatic transition that has occurred within the management discipline more generally; that of the 'psychologization' of the employment relationship (Godard 2014). What can be said about the current knowledge base on engagement in light of this? Although a large number of studies have demonstrated the validity and reliability over a wide range of settings (Schaufeli 2014), doubt nevertheless remains about the measure. It has been argued that there is no evidence of discriminant validity of the compared with job satisfaction (Viljevac et al. 2012), and that the three-factor structure of the measure is not robust (Wefald et al. 2012). Goliath-Yarde and Roodt (2011) suggested that the measure may not be transferable internationally. Wefald et al. (2012) go so far as to state that: 'the way engagement is typically measured may be inherently flawed'. While the majority of studies using the reviewed

in this paper have tended to combine the three facets into one higher-order construct, some studies have examined engagement at the facet level and found less consistent and more complex results. These complexities are lent support by a meta-analysis (Cole et al. 2012), which found that, of the three facets of the dedication was most closely related to job satisfaction and commitment. In some cases, the originators of the definition and measure have themselves argued that absorption can be omitted from the measure. Salanova and Schaufeli (2008) observed: 'mounting evidence suggests that absorption, which is akin to the concept of flow should be considered a consequence of work engagement, rather than one of its components. In contrast, vigor and dedication are considered the core dimensions of engagement.' Others have questioned the focus of engagement. It has been proposed that engagement may be directed not only towards individual work tasks, it can be conceived as a collective, team-level experience (Salanova *et.al,* 2005; Schaufeli & Salanova, 2011). Insufficient studies have been conducted to date to draw any definitive conclusions on this point. It has also been suggested that engagement can be directed towards one's employing organization (Saks, 2016). This suggests intriguing possibilities about the status of the engagement construct that may be of particular interest to practitioners. It also parallels developments within the literature on commitment, which similarly suggests that individuals can experience various forms of commitment in relation to a range of areas of working life (Meyer & Allen, 2017).

Most of the scales within the perspective of engagement 'as composite' were developed by survey houses and consultancies and were excluded on quality grounds. As Wefald and Downey (2019) note, these measures are proprietary and are not available for external review. This is the perspective that is perhaps most akin to what many practitioners understand as 'employee engagement', since it encompasses a range of positive attitudes towards the organization, including satisfaction with managers, communication and resources (Swanberg et al. 2011). It remains the case that only a small minority of studies using this approach have been published in peer-reviewed journals, and most efforts to operationalize engagement under this heading have failed to demonstrate its construct or discriminate validity (Guest 2014). 'Engagement as management strategy' is a new and emerging area of interest (Truss et al. 2013) and, again, one that is of potentially considerable interest. This conceptualization of engagement is distinct from engagement as a psychological state, and lies more squarely within the established field of interest around involvement and participation. This area has so far yielded a very small number of qualitative studies, yet offers rich potential for future development, bringing together the concerns

of practitioners with the longstanding traditions of industrial relations scholars (Townsend et al. 2013).

2.1.4 Promotion

Promotion which is often referring to as career growth is the advancement of an employee's rank or position in a hierarchical structure (Daud, 2014). A career promotion is usually handed to an employee who has displayed exceptional performance or has developed the appropriate skills and knowledge necessary to take on additional job responsibility. In the latter case, the employee may need to work for a company for a required amount of time to be eligible for a promotion. Career can be described as a series of positions occupied by an individual throughout his or her lifespan (Robbins & Coulter, 2002). Even though career, in the general sense, is defined as the total of the jobs a person undertakes through his or her entire life, it has a meaning beyond and wider than this definition. The career of individuals is not only the jobs they have, but their training for fulfilling the expectation, goal, emotion, and desires related to their job role, and, as a result, progressing in that workplace with the knowledge, skill, quality and desire to work .

Career is individuals' usage of the positions related to their job consecutively during their personal life (Kaynak, 1996). Career is the process that is directly related to personal and organizational goals and creates an accumulation of experiences emerging from the tasks, jobs, positions of the person or from the transitions such as promotions, transfers that the person goes through in these positions (Yılmaz, 2006). According to this, most of the successes and failures related to the job experiences gained over time constitute the career of the person and at the same time provide the development in the career of the person. All experiences gained during this phase of development interact with each other. Career generates the qualities of the person and the relationship outside these qualities. It is a process that indicated the relationship between a person's and the organization and rise and falls of this relationship (Işık, 1993). Career is understood as the succession of work experiences in an individual's lifetime (Arthur 2008). Career growth is defined as one's perceptions of the chances of development and advancement within an organisation (Daud, 2014). Spector (2003) defined career growth or the so-called "career ladder" as an improvement in the positions of employees who put in an effort to gain necessary skills and

upgrade their performance. Weng *et.al,* (2010) construct proposed four main construct of Organizational Career growth, viz., career goal progress, professional ability development, promotion speed and remuneration growth. Wherein, Career goal progress is a typical example of higher order need satisfaction (Weng *et.al,* 2010). Achieving professional ability development in an organization is also an example of an advanced level of need satisfaction (Weng *et.al,* 2010).

Promotion speed is the pace at which the employee has climbed the ladder as opposed to stagnating in the same function for long time Dries et al. (2008). In addition to promotion speed, remuneration growth also provides a measure of how employees are evaluated by employers (Weng *et.al,* 2010). Weng and Hu (2009) recently proposed that employee career growth could be captured by four factors: career goal progress, professional ability development, promotion speed, and remuneration growth. This multi-dimensional conceptualization implies that career growth is both a function of the employees' own efforts in making progress toward their personal career goals and acquiring new skills and the organization's efforts in rewarding such efforts, through promotions and salary increases. This multi-dimensional view of career growth can also be construed as fulfillment of promises on the part of the employer implied by the psychological contract, which in turn has been found to be positively related to employees' organizational commitment (Coyle-Shapiro & Morrow, 2006). Weng's (2010) multidimensional conceptualization of career growth model suggests that career growth consists of four factors: meeting career goals, developing one's professional abilities, and receiving promotions, and compensation commensurate with those abilities. In essence, this view of career growth is an individual-level, organization specific, concept. That is, he argues that career growth is a measure of the degree to which an individual perceives that their current organization creates an environment in which the employee is able to meet his/her career-related needs and reinforces those accomplishments through promotions and compensation (Weng et al., 2010)

2.1.5 Personal Recognition

Effective recognition occurs in organizations with strong, supportive culture that understand the psychology of praising employees for their good work, apply the principles of employee recognition and encourage other employees to initiate in their working relationship (Harrison, 2005; Saunderson, 2004). Manjunath and Rajesh (2012) and Ferguson and Reio (2010), in their study also pointed out that individuals already have the potential and required expertise to drive

higher performance levels, but need to be driven by employee recognition. However, not every organization is committed to employee recognition. Neither does the scheme of service of most organizations spell out how employee recognition is to be executed. According to Brun and Dugas (2012), most managers in organizations are disinclined in giving recognition to employees as a result of fear of losing control, employees creative abilities, resistance to egalitarian relationships, bias against recognition, lack of time, inadequate knowledge and skill for implementation. It has been observed that when organizations recognize and acknowledge employees in terms of their identification and working capacity, performance is seen to be very high because of the loyalty and commitment built over the years (Baron, 2013).

According to Punke (2013), recognition programs should be balanced between performance-based and valuebased initiatives, but the programs should be comprised of three methods: formal, informal and day-to-day recognition. Similarly Saunderson (2014), has also mentioned that there are three types of recognition ie organization-wide formal recognition, departmental-specific informal recognition and everyday spontaneous recognition. Formal recognition consists of structured recognition programs with clearly defined objectives, processes, and criteria linked to rewarding and recognizing individuals, teams, or departments on a company-wide level for achieving specific business targets, exemplifying specific organizational values, or performing actions that go above and beyond normal work expectations. According to Punke (2013), this approach is extremely organized recognition involving recognizing employees who have done so many years of service at the organization. Informal recognition focuses primarily on performance achievements, goal accomplishments, and other milestones by individuals or teams that may occur monthly or quarterly. It may include low-cost awards, refreshments, point-value incentives, gift cards, and certificates (World at Work Report, 2011). Informal recognition programs have been identified to point out employee value and contribution at the right moment as a result of its instantaneous nature and the continuous changing work environment. Day-to-day recognition is a type of recognition practicesthat are frequent (daily or weekly), low or no cost, often intangible and often reliant on interpersonal skills for positive feedback that can be given to all employees (World at Work Report, 2011).

According to Harrison (2015), the day-to-day recognition brings the benefit of immediate and powerful reinforcement of desired behavior and sets an example to other employees of desired behavior that aligns with organizational objectives. To him, it gives individuals and teams at all

levels, the opportunity to recognize good work by other employees and teams, and it also gives the opportunity for them to be recognized on the spot for their own good work. Petterson and Luthans (2016) have stressed that the conceptual differentiation between formal recognition and social recognition (informal and day-to-day recognition) is very important. Although social recognition has been given relatively less attention than formal recognition, considerable research has shown that if social recognition is provided on a contingent basis in managing employee behavior, it can be a powerful incentive motivator for performance improvement (Stajkovic & Luthans, 2017, 2017, 2013 as cited in Peterson &Luthans, 2019).

Benefits of employee recognition employee recognition has been identified to be a highly effective motivational instrument, that can have significant positive impact on employee job satisfaction and performance as well as overall organisational performance (Zani, Rahim, Junos, Samonol, Ahmad & Merican, 2011) and (Rahim & Duad, 2013). From the perspective of Freeman (2018), when effective recognition is provided in the workplace, favourable working environment is produced, which motivates employees to become committed to their work and excel in their performance. Highly motivated employees serve as the competitive advantage for an organization because their performance leads an organization to well accomplishment of its goals and business strategy as well as achieve growth and prosperity (Danish & Usman, 2010; Imran, Ahmad, Nisar & Ahmad, 2014).

However, a demotivated environment has been identified to produce low or courageless employees who hardly strategy their skills, lack innovativeness and not fully commitment to the extent an organization needs. Non-financial rewards such as recognition have been highlighted to have positive relationship on employee job satisfaction and organizational performance (Erbasi &Arat, 2012; Ngatia, 2015; Tausif, 2012). According to Imran, Ahmad, Nisar & Ahmad (2014), satisfied employees have positive attitude towards organization and their jobs thereby increasing the quality and quantity of employee performance.

By consistently and frequently applying formal, informal and everyday recognition programs, organizations are provided with a powerful tool for influencing employees to live the organization's values and implement its focus (Herzberg, 2010 as cited in Luthans, 2019). It also affords the organization opportunity to highlight desired actions and behavior thereby creating role models for other employees (Silverman, 2014). According to Nelson (2014) an effective employee recognition culture is achieved where the recognition programs designed and implemented, fully

support the organization's strategic goals and corporate values. A white paper by Maritz Institute (2011) has supported this by indicating that a culture of recognition helps the organization to align to corporate strategy and be more responsive to market shifts thereby paving way for competitive advantage in the long term. By specifically reinforcing expected behavior, organizations not only indicate to employees that their efforts are noticed and appreciated but also inculcate in them the organizational values, goals, objectives, priorities and their role in achieving them. Employee recognition programs have been identified to point out employee value and contribution at the right moment as a result of its instantaneous nature and the continuous changing work environment.

From Silverman (2014), the traditional annual awards are distant from the performance it is rewarding thereby making the reward not to be properly valuable and meaningful. As a powerful motivational tool, employee recognition programs assist employees to see how they contribute to bottom-line results and how their contributions will be recognized and rewarded immediately. A long deferred reward loses most of its power and fails to create frequent opportunities to talk with employees about their performance and celebrate their results. In any case formal, informal and every day recognition programs are able to satisfy both employees' and employers' needs as well as bring the maximum result and function for organizations.

Employee recognition programs have become more popular and accepted in most organizations as a result of insufficiency of financial rewards alone to motivate high performance. It has been proven that financial rewards only motivate employees temporarily (Whitaker, 2010; Schechter, Thompson &Bussin, 2015). Similarly, Silverman (2004) has pointed out that though money is highly valued and employees will go all length to get, its impact on intrinsic motivation is limited at best. Relying on financial rewards as a motivator has also been identified to encourage employees to focus on whatever will earn an immediate incentive rather than creating new approaches, perceive each other as opponent in competition, strip of pride associated with work and perceive the reward as entitlements (Zobal, 1999). Taking a holistic view of rewards, Thumbran (2010) has argued that by offering nonfinancial rewards to potential and existing employees would be both relevant and beneficial to business and this would enable businesses to better strategize in terms of the value offered to employees. He added that employee recognition allows individuals to know and understand that their work is valued and appreciated, provides a

sense of ownership and belongingness, improves morale, enhances loyalty and increases employee retention rate in the organization.

One valuable outcome and reason for recognizing employees is that studies show that people who feel appreciated are more positive about themselves and their ability to contribute, i.e., employee recognition can boost productivity and increase satisfaction (Gostick & Elton, 2017). A number of research studies indicate that nonfinancial rewards such as recognition and other intrinsic rewards are sine qua non for job satisfaction (Darling et al., 2017; Nelson, 2015). Based on a survey of 200,000 employees, Gostick and Elton (2017) conclude that if employee recognition is conducted properly, it can increase profitability and customer service levels, and heighten employee engagement and satisfaction. Nelson (2015) concludes that recognition leads to improved communication (employees are more likely to offer solutions and new ideas), better cooperation (employees are more likely to offer to help and go the "extra mile"), and decreased absenteeism and turnover (employees will demonstrate higher job satisfaction and loyalty). Daniels (2019) concludes that quality and productivity are enhanced when supervisors simply increased their daily frequency of contingent positive reinforcement. Employees benefits from positive reinforcement and recognition from peers and/or management. Recognition can motivate, helping to build feelings of confidence and satisfaction (Keller, 2008) and inspire loyalty and commitment, as well as encouraging employees to extend their efforts (Robbins & Judge, 2008).

Darling et al., (2017) argues that one of the most effective morale boosters is praise for a job well done. She further surmises that regularly recognizing and rewarding employees can be one of the easiest ways to keep employees satisfied and productive. For many individuals, feelings of self-worth are directly associated with their work. Recognition is an important tool for managers, business owners and HR professionals in promoting employee motivation and organizational success. Allen and Helms' (2002) research confirmed the importance of regular expressions of appreciation by managers and leaders to encourage behavior of employees to reach strategic goals. The informal rewards require minimal planning, efforts or expense (Darling et al., 2017; Gostick & Elton, 2017) and can be given for a number of reasons including recognition for a job well done, a birthday, a service anniversary, a special favor, completing an unpleasant task, or saving the company time or money (Darling et al., 2017). Effective recognition measures can also include verbal and written praise, public praise, and symbolic gestures by managers (Nelson & Spritzer, 2012). Recognition efforts that are timely, sincere, and personal can serve as a major means of

motivation to employees. Nelson and Spitzer (2013) state that managers need to be in constant contact with the employees if they are to determine what they most value and then find ways to act systematically on those desired forms of recognition and rewards as they perform well. This suggests that managers need to vary the forms of recognition, adding new things, experimenting with them, and eliminating others that have run their course and are no longer motivating to employees. If managers are timely, sincere, and specific in thanking employees when they have done good work, it will maintain credibility in the recognition process.

2.1.6 Job Enhancement

Job enhancement covers both job enlargement and job enrichment. It is a job design technique wherein there is an increase in the number of tasks associated with a certain job. In other words, it means increasing the scope of one's duties and responsibilities. The increase in scope is quantitative and qualitative in nature and at the same level (Nelson & Spritzer, 2012).

Job enlargement is a horizontal restructuring method that aims at increase in the workforce flexibility and at the same time reducing monotony that may creep up over a period of time. It is also known as horizontal loading in that the responsibilities increase at the same level and not vertically (Darling et al., 2017). Many believe that since the enlargement is horizontal in nature there is not a great need for training. Contrary to this, job enlargement requires appropriate training especially on time and people management. Task related training is not required much since the person is already aware of the same or doing it for some time. The difference between job enrichment and job enlargement is essentially of quantity and quality. Whereas job enlargement means increasing the scope of job quantitatively by adding up more tasks, job enrichment means improvement in the quality of job such that employees are more satisfied and fulfilled

2.1.7 Employee Performance

Employee performance is an indicator of the capacity of an organization to efficiently achieve organizational goals (Venkatraman & Ramanujam, 2016). It can be evaluated in many ways among which include; the employee's commitment display at work, the employees work values as well as the cohesiveness that employees display in a work environment. It is associated with both quantity and quality of output. It takes into consideration timeliness of output and presence/ attendance on the job, the efficiency of the work completed and effectiveness of job completed

(Mathis & Jackson, 2009). Employee performance is the successful completion of a task by an individual or individuals, as lay down and measured by a supervisor of the organization. It entails meeting pre-defined and acceptable standards while efficiently and effectively utilizing available resource within a changing environment.

Aguinis (2019) opines that the definition of performance does not include the results of employee's behaviour, but only the behaviours themselves. Performance is all about behaviour or what employees do and not just about what employees produce or the outcomes of their work. Carlson (2016) proposes five human resource management practicesthat can affect performance. They are: setting competitive compensation level, training and development, recruitment package, performance appraisal and maintaining morale. Perceived employee performance refers to the general belief of the employee about his behaviour and contributions towards the success of the organization. There are three basic factors that determine employee performance: procedural knowledge, declarative knowledge, and motivation (McCoy *et.al,* 2014).

Several studies have been conducted in Africa on the issues on reward as it affects employee's performance. Danso *et.al,* (2013) carried out research work on effects of rewards systems on employees performance in Ghana Commercial Bank and found out that reward systems misuses is one of the problem confronting many banks in west African region. Similarly, Nyandema *et.al,* (2014) examined the effect of intrinsic reward on motivation among employees as well as the effect of extrinsic reward on motivation among employees and concluded that both intrinsic and extrinsic reward systems affect career development and motivation among employees of Kenyan firms. Further, studies such as (Bello &Adebajo, 2014; Jesca, 2014; Murphy, 2015) come into the same submissions. Rewards can be used to improve performance by setting targets in relation to the work given e.g. surpassing some sales targets. When the employee surpasses their target, he or she can be given an additional amount to their salary; this will make them strive to achieve more (Perry et al., 2006). Research has proven that when human being are appreciated and praised they tend to improve their performance. Sometimes portion of the retained earnings or the end of year profit can be shared to stimulate stellar performance. This is another way an organization can apply as a reward so as to improve performance. Praise could be shown in the organization newsletter or in meetings.

When managers take time to meet and recognize employees who have performed well, it plays a big role in enhancing employee's performance (Torrington & Hall, 2006). Organizations should reward employees more often. This greatly improves performance compared to having the rewards maybe only once a year. This is because frequent rewards are easily linked to the performance (Thomson & Rampton, 2013). Another way through which organizations can use reward systems to increase output is by personalizing the reward. When rewards tend to be so general, employees do not value them. Organizations can use rewards to improve employee performance by incorporating joint discussion or collective bargaining with employees especially if there seems to be a potential conflict. Managers should be on the lookout for employees who perform well.

2.1.8 Job Satisfaction

According to Vroom (2014) Job satisfaction is an orientation of emotions that employees possess towards role they are performing at the work place. Job Satisfaction is the essential component for employee motivation and encouragement towards better performance .Many people has defined job satisfaction over the years. Hoppok & Spielgler (2018) defines job satisfaction as the integrated set of psychological, physiological and environmental conditions that encourage employees to admit that they are satisfied or happy with their jobs .Further, the role of employees at workplace is emphasized as there is an influence of various elements on an employee within the organization. Clark (2017) argue that if employees are not satisfied with the task assigned to them, they are not certain about factors such as their rights, working conditions are unsafe, co-workers are not cooperative, supervisor is not giving them respect and they are not considered in the decision making process; resulting them to feel separate from the organization. Furthermore, he highlighted that in current times, firms cannot afford dissatisfied employees as they will not perform up to the standards or the expectations of their supervisor, they will be fired, resulting firms to bear additional costs for recruiting new staff. So, it is beneficial for firms to provide flexible working environment to employees where they feel their opinions are valued and they are a part of the organization. Employee morale should be high as it will be reflected in their performance because with low morale, they will make lesser efforts to improve.

2.1.9 Employee Commitment

According to Khan (2010) employee commitment can be defined as the degree to which the employee feels devoted to their organization. Ongori (2017) described employee commitment as an effective response to the whole organization and the degree of attachment or loyalty employees

feel towards the organization. Zheng, (2010) describes employee commitment as simply employees' attitude to organization. This definition of employee commitment is broad in the sense that employees' attitude encompasses various components.

Employee commitment seems to be a crucial factor in achieving organizational success. Individuals with low levels of commitment will do only enough to work by. They do not put their hearts into the work and mission of the organization. They seem to be more concerned with personal success than with the success of the organization as a whole. People who are less committed are also more likely to look at themselves as outsiders and not as long – term members of the organization. An attractive job offer elsewhere is very likely to result in their departure. By contrast, employees with high commitment to an organization see themselves as an integral part of the organization. Anything that threatens the organization is an imminent danger to them as well. Such employees become creatively involved in the organization's mission and values, and constantly think about ways to do their jobs better. In essence, committed employees work for the organization as if the organization belongs to them.

The relationship between employee commitment and workers' performance has been studied under various disguise. Khan (2010) investigated the impact of employee commitment (Affective commitment, Continuance commitment and Normative commitment) on employee job performance from a sample of 153 public and private and public sector employees of oil and gas sector in Pakistan. The results revealed a positive relationship between employee commitment and employees' job performance. Therefore, job performance emerged as a determinant of employee commitment. Thus, Khan, (2010) advised managers to pay special attention to antecedents of employee commitment and all the factors which foster employee commitment so as to increased employee performance and subsequently increase organizational productivity. Habib, (2010) investigated the interdependency of job satisfaction and job performance, effect of employee commitment and attitude towards work on performance using a survey data collected from 310 employees of 15 advertising agencies of Islamabad (Pakistan). They found that employees having greater employee commitment perform well and employees having good attitude towards work are highly satisfied as compared to employees who are less inclined towards their work. Ali, (2010) found that there is positive relationship between corporate social responsibility and employee commitment as well as between employee commitment and organizational performance. They therefore concluded that organizations can improve their performance through employees'

commitment by engaging in social activities since such activities also include the welfare of employees and their families.

Numerous factors have been found to inspire commitment. For instance, Ongori (2007) opines that the degree to which employees are committed or loyal to their organization depends largely on job enrichment, employee empowerment and compensation. Camilleri (2002) investigated some of the major antecedents that contribute in making employees committed to an organization using regression method and analysis of variance and found that education level, personality and position are significance that determine an individual's level of employee commitment. His findings further revealed that education level and position are significantly stronger for the continuance and normative dimensions of employee commitment while personality is significantly stronger for the continuance and effective dimensions.

Dex and Smith (2011) applied OLS regression of the log commitment scale, a range of covariates using data from the 2004 Workplace Employee Relations Survey (WERS) conducted in British establishments from October 1997 to June 1998 to model the determinants of the extent of employees' normative or affective commitment to their employer and found that access to some family – friendly policies such as child care and working at home, improved employees' commitment in the private sector but not in the public sector. Their findings also showed that where employees, but not the employer, thought the organization had a caring ethos is an important determinant of increased employee commitment. This implies that employees' commitment is largely determined by the organizational culture, especially towards their family welfare, of the company which they work for and not by the attitude of their employer or supervisor towards them.

Lo (2019) examined the relationship between leadership styles (focusing mainly on transformational and transactional leadership styles) and employees' employee commitment in Malaysia using regression analysis and found that transformational leaders are more able to bring in commitment in employees than transactional leaders. Their finding indicates that transformational leaders have a more significant and stronger relationship with employee commitment. This implies that the leaders who give advices, supports, and pay attention to the individual needs of followers will enhance the level of employee commitment of the employees.

Avolio, (2014) examined the linkage between transformational leadership and employee commitment by focusing on psychological empowerment and structural distance using a sample

of 520 staffs nurses employed by a large public hospital in Singapore. Their findings showed that there is a positive association between transformational leadership and employee commitment revealing that psychological empowerment medicated the relationship between transformational leadership and employee commitment.

Shastri, (2010) examined the relationship between charismatic leadership and employee commitment in Indian organization with a sample of 147 employees from Eastern and Northern India and found that the two major antecedents (Charismatic leadership and job satisfaction) exert strong effect on employee commitment of the employees of Indian organization in the study sample. This finding indicates that people tend to be more satisfied if their leader displays charismatic behaviour which makes them to be more committed to their organization. Since it was found that leader's sensitivity to member's needs is related to employee commitment, then managers need to be clear about the goals and values of the organization so as to align them with the needs of the workers. This will help to reduce the high turnover rates being experienced in today's Industrial World.

Akintayo (2010) investigated the impact of work-family role conflict on employee commitment of Industrial Workers in Nigeria using linear regression analysis and t-test and found that there was a significant but negative contribution of work-family role conflict to employee commitment. Based on this finding, Akintayo (2010) recommended that organizational support programme needs to be introduced and provided for all levels of workers in order to reduce the burden of work-family role conflict interface and virtually induced commitment to their jobs. He further stated that the level of family responsibilities of the workers need to be considered during recruitment, in assigning responsibilities and placement process in order to foster employee commitment.

Organizations value commitment among their employees because it is typically assumed to reduce withdrawal behaviour, such as lateness, absenteeism and turnover. Hence, there is no doubt that these values appear to have potentially serious consequences for overall organizational performance. The study of employee commitment is important because; a Lo (2019) noted that employees with sense of employee commitment are less likely to engage in withdrawal behaviour and more willing to accept change. Hence, there is no doubt that these values appear to have potentially serious consequences for a core of committed individuals who are the source of organizational life; Workers who become less committed to an organization, will route their commitment in other directions; thus, it is important to know how to develop the right type and

level of employee commitment to ensure that the better employees are retained; Employees who develop a high level of employee commitment tend to be highly satisfied and are fulfilled by their jobs; In the current global economic scenario, organizational change is a continuous process that requires support of all employees in the hierarchical structure. Most organizations have realized that the performance of their workers plays a vital role in determining the success of the organization (Zheng, 2010; Ajila & Awonusi, 2014).

As such, it is important for employers and managers alike to know how to get the best of their workers. One of the antecedent determinants of workers' performance is believed to be employee commitment (Ali, 2010; Ajila and Awonusi, 2014). As such, it is important for employers and managers alike to know how to get the best of their workers. Employee commitment has become one of the most popular work attitudes studied by practitioners and researchers. Akintayo (2010) and Tumwesigye (2010) noted that one of the reasons why commitment has attracted research attention is that organizations depend on committed employees to create and maintain competitive advantage and achieve superior performance. Commitment employees who are highly motivated to contribute their time and energy to the pursuit of organizational goals are increasingly acknowledged to be the primary asset available to an organization (Hunjra, 2010). They provide the intellectual capital that, for many organizations, has become their most critical asset (Hunjra, 2010). Furthermore, employees who share a commitment to the organization and their collective wellbeing are more suitable to generate the social capital that facilitates organizational learning. It is therefore important for organization to know the aspects that play important role or have big impact in boosting the commitment of their employees.

Several factors had been identified in the literature as determinants of employee commitment. Some of the identified factors include; leadership style (Lo, 2019); organizational fairness (Ponnu & Chuah, 2010); corporate social responsibility (Ali *et.al*, 2010) etc. However, most of the past studies on employee commitment were not related to Nigerian business environment. Some of the findings of these studies may not be applicable to Nigeria. As such, it is pertinent to examine the role of employee commitment in achieving organizational performance in the context of Nigeria.

Recent researches also indicate that Employee commitment and OCB are important parts and predictors of employee engagement in that commitment is conceptualized as positive attachment and willingness to exert energy for success of the organization, feeling proud of being a member of that organization and identifying oneself with it and OCB is a behaviour observed within the

work context that demonstrates itself through taking innovative initiatives proactively seeking opportunities to contribute one's best and going extra mile beyond employment contract. However, these constructs constitute the bigger construct employee engagement and they cannot independently act as a replacement for engagement (Macey & Schneider, 2018; Robinson et al, 2014). The bad news for management is that global surveys conducted by survey houses and research organizations indicate that significant size of employees are disengaged being skeptical of any organizational initiative or communication and rather more likely indulging in contagious negativity (Dernovsek, 2018; Perrin, 2013; Ellis and Sorensen, 2017; Blessing White, 2018). The problem with these surveys is that they use their own items to measure employee engagement. If looked at the available literatures on measuring employee engagement, one would get surprisingly several measurement items to the extent that it seems different constructs are being measured (Perrin, 2013; Ellis & Sorenson, 2017; Dernovsek, 2018). Future researches are expected to come up with clear definition and dimensions of employee engagement on basis of which the level of engagement can be measured thereby pointing out to managers the roadmap for fully engaging employees in their job. As the old saying goes "what you can't measure, you can't manage". Thus, there is a call for future researches, as suggested by Endres and Mancheno-Smoak (2018), to define engagement in clear terms to avoid interpretation by subsequent users giving to the construct different meanings.

2.1.10 Employee's Productivity

Employee productivity is a particularly important issue to managers and supervisors as the primary purpose of their job is to get the most out of the people they are responsible for. Caruso (2019) the founder of David Caruso & Associates Inc., stated that employees are the secret of the success of any manufacturing industry. In today's cost-competitive world, the emphasis is on getting things done through increasing the productivity of employees. Empowering employees by giving them timely information boosts productivity, and this can be done by using an integrated technology such as enterprise resource planning system (ERP).

2.1.11 Employee Involvement

The `new' employee involvement (El) initiatives have been much more management sponsored than in the past, and as a result they have been more concerned with employee motivation and commitment to organizational objectives and performance than with issues of joint regulation and

power- sharing at enterprise level. Some might argue that these `voluntary' efforts are designed in part to pre-empt pressures for more radical forms of industrial democracy, whilst others regard them as an important component in the search for competitive advantage. It is not the objective of this Report, however, to compare these new EI initiatives with those from previous periods. Rather, it is our intention to examine the foams which EI takes in a sample of 25 organizations, to explore why managements have introduced these schemes, to assess their impact on existing patterns of employment relations and the attitudes of employees, and to consider the extent of and reasons for any diversity in strategy.

2.2 Theoretical Review

2.2.1 Resource Based View (RBV)

One of the major areas of theoretical development in strategic human resource management is associated with the resource-based view (RBV) of the firm. Barney, (2001) mentioned that in the strategic management literature, resource-based view (RBV) is currently receiving a significant amount of attention. “Resource-based view has proven to be integral to the conceptual and theoretical development of the strategic human resource management literature” (Wright, McManan, & McWilliams 2017) have explained further the evolution of the Resource-based view (RBV) based strategic human resource management began when human resource researchers recognized that RBV provides an explanation of the relationship between human resource strategy and competitive advantage. RBV essentially explains and predicts the relationship between the particular resources of a firm and sustainable competitive advantage by performance-related outcomes (Armstrong & Shimizu, 2017).

Resource-based view (Penrose, 1959; Wernerfelt, 2014; Barney, 1991) has been consistently used, explicitly or implicitly, as a backdrop in SHRM and strategy research. However, RBV is treated differently by HRM and strategy researchers (Nyberg & Wright, 2015). Thus, despite its potential to narrow the gap between the micro and macro research, RBV has triggered an ongoing debate: Are the HRM practicesor the human capital resources, the resources that have the potential to generate sustainable competitive advantage? According to the first line of RBV research, HRM activities, when appropriately designed and implemented, have the potential to generate and maintain competitive advantage (Lado and Wilson, 2014; Pfeffer, 2019; Becker & Gerhart, 2019. MacDuffie and Kochan (2015), for instance, found that higher investments in training were associated with higher levels of productivity. Snell and Dean (2012) showed that firms investing

in selective staffing, performance appraisals for developmental purposes and intensive training are more likely to successfully implement sophisticated new technological systems. Overall, it can be inferred from the relevant literature (Lado & Wilson, 2019; Becker & Gerhart, 2019) that competitive advantage may emerge when HRM activities focus on developing firm-specific skills (less transferable than generic skills), the HRM function invests in team building (team outcomes are less imitable and transferable due to causal ambiguity and social complexity), and HRM activities are combined in highly integrated and coherent bundles (harder to imitate). Drawing on Osterman's (1987) differentiation of the workforce rationale, several authors (Delery and Shaw, 2001; Becker et al., 2019) argued that firms should treat different groups of their workforce with different sets of HRM strategies. Lepak and Snell (2019) suggested that jobs can be differentiated on the basis of value and uniqueness and each of the emergent job families should be treated with the corresponding employment mode. It has also been suggested that firms should pay particular attention to employees possessing core competencies or strategic capabilities, which are conceptualized as the resources leveraged to achieve strategic objectives (Becker and Huselid, 2006), because the better management of the core workforce is more likely to have the greatest impact on the firm's value creation (Delery and Shaw, 2001). The second RBV-based stream of literature advocates that human capital resources constitute the main source of sustainable competitive advantage. Based on the argument that HRM practices can be replicated over time by competitors (Wright et al., 1994; Chadwick and Dabu, 2009), human capital resources, via their unique combinations (Ployhart *et.al,* 2014), have the potential to generate sustainable competitive advantage (Nyberg et al., 2014). The underlying assumption is that firm-specificity constrains the mobility of the valued human capital (Hatch & Dyer, 2014). Some scholars (Barney &Wright, 20119; Campbell et al., 2012), however, have highlighted some concerns regarding this assumption.

In line with these concerns, Campbell *et.al,* (2012) attempted a more in-depth analysis of the workings of the labour market and the conditions under which human capital leads to competitive advantage. On the demand-side, the authors, in arguments consistent with Barney and Wright (1998), suggest that generic human capital, under specific market conditions, can also generate competitive advantage. Given that employees usually possess both firm-specific and general human capital (Lazear, 2009), viewing firm specificity as an effective demand-side mobility constraint is a myopic approach because competitors might perceive as valuable what the focal

firm considers as generic (Campbell *et.al,* 2012). In addition, the labour market information imperfections (Chiang and Chiang, 1990) might lead to undervaluing general or overvaluing firm-specific human capital. On the supply-side, Campbell et al. (2012) indicated two important imperfections. First, mobility costs go above and beyond search, bargaining and switching costs; idiosyncratic preferences (e.g. geographic preferences and non-pecuniary rewards) and legal restrictions are also included in the costs employees encounter when switching employers. Second, employees, due to information asymmetries, are not always able to appropriately estimate their employability (value in the external labour market). Human capital only has the potential to generate sustainable competitive advantage it has to be leveraged appropriately to do so (Wright and McMahan, 2011; Nyberg *et.al,* 2014).

HRM practices can create and leverage human capital resources. As Wright et al. noted, 'sustained competitive advantage is achieved only by the interaction between the human capital pool and the HR strategies' (2019). The human capital approach, consequently, brings us back to square one the relationship between HRM practices and performance. Following the calls for a more refined approach to the HRM-firm performance relationship, in the next section, we explore a model that builds upon the AMO model and the framework of Campbell et al. (2012).

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2.2.2 The Dynamic Capabilities theory

The Dynamic Capabilities (DC) literature is quite recent and focuses mainly on conceptual developments (Ambrosini& Bowman, 2013; Barreto, 2010; Di Stefano *et.al,* 2010; Wu, 2010). While there is some consensus that DC are related to the development of new capabilities in changing environments, the literature pays little attention to how these capabilities are developed. Teece (2007) proposed the notion of micro foundations of DC, which highlights the importance of defining the firm's boundaries in order to manage complementary assets and platforms when developing a business model. This notion applies to industries exposed to rapid technological change, resulting in the development of new technologies that do not achieve industry dominance. Firms in clusters tend to be small or medium sized enterprises (SME) (Pike & Sengenberger, 1990) specialized in particular activities or specific parts of the value chain. The cluster literature is in agreement on the importance of semi-public resources (available to cluster firms) (Wu *et.al,* 2010) for the performance of the individual cluster companies and the cluster as a whole. However, the literature does not explore the use different cluster firms make of these resources.

In the context of human resource scholars investigate how firms take advantage of resources. The analysis shows that resources that have no direct impact on the critical variables of the business model are exploited by all companies in similar ways. However, resources that impact critical attributes of the firms' business models are used differently by each firm. These findings allow us to propose a model for the use of shared resources. This study makes several contributions. First, it analyzes the use of resources in a dynamic environment by firms that have recently developed (dynamically) different business models aimed at adapting to environment changes (dynamic capabilities); this provides empirical support for the work on DC. Second, the findings on the use of resources show that their mere existence is not sufficient for firms to achieve competitive advantage. Firms use strategic shared resources as complements to their internal capabilities in order to obtain competitive advantage. Non-strategic shared resources are used mainly to avoid competitive disadvantages.

2.2.3 Theoretical Framework

The famous proponents of resource-based view (RBV) were Penrose, (1959); Wernerfelt, (1984) and Barney (1991) arguably constitutes one of the most popular theoretical frameworks in the management literature. RBV, suggesting that sustainable competitive advantage can be achieved through valuable, rare, imperfectly imitable and non-substitutable resources (Barney, 1991), is especially appealing for both human resource management (HRM), particularly strategic human resource management (SHRM) and strategy scholars. Thus, RBV has the potential to narrow the micro–macro divide (Wright *et.al,* 2001; Nyberg & Wright, 2015). The extent to which RBV has managed to bridge this gap is, however, questionable. On the one hand, SHRM scholars argue that HRM practices can be a source of sustainable competitive advantage (Boxall, 2016). HRM strategies, when viewed as systems of 'interrelated and internally consistent' practices (MacDuffie, 2015), can be unique, causally ambiguous, synergistic and difficult to imitate (Lado & Wilson, 2019). In line with these conceptual arguments and despite some substantive (Kaufman, 2010) and methodological concerns (Cappelli & Neumark, 2001), the SHRM research has provided compelling evidence for the relationship between HRM practicesand various firm-level outcomes (Combs *et.al,* 2016).

The resource-based view (RBV) emphasizes the firm's resources as the fundamental determinants of competitive advantage and performance. It adopts two assumptions in analyzing sources of competitive advantage (Barney, 1991 and Peteraf & Barney, 2013). First, this model assumes that

firms within an industry (or within a strategic group) may be heterogeneous with respect to the bundle of resources that they control. Second, it assumes that resource heterogeneity may persist over time because the resources used to implement firms' practicesare not perfectly mobile across firms (i.e., some of the resources cannot be traded in factor markets and are difficult to accumulate and imitate). Resource heterogeneity (or uniqueness) is considered a necessary condition for a resource bundle to contribute to a competitive advantage. The argument goes "If all firms in a market have the same stock of resources, no strategy is available to one firm that would not also be available to all other firms in the market" (Cool, Almeida Costa and Dierickx, 2002). Like the Chicago School tradition, the RBV is an efficiency-based explanation of performance differences (Barney, 1991; Conner, 2012; Teece, Pisano & Shuen, 2017; Peteraf and Barney, 2003): "performance differentials are viewed as derived from rent differentials, attributable to resources having intrinsically different levels of efficiency in the sense that they enable the firms to deliver greater benefits to their customers for a given cost (or can deliver the same benefit levels for a lower cost)" (Peteraf & Barney, 2003). The assumed heterogeneity and immobility are not, however, sufficient conditions for sustained competitive advantage. According to Barney (1991), a firm resource must, in addition, be valuable, rare, and imperfectly imitable and substitutable in order to be source of a sustained competitive advantage. Peteraf (2004) presents four conditions underlying sustained competitive advantage: superior resources (heterogeneity within an industry), ex post limit to competition, imperfect resource mobility and ex ante limits to competition. Peteraf and Barney (2003) make clear that Barney's (1991) and Peteraf's (1993) frameworks are consistent once some terms are unambiguously defined. The RBV has developed very interesting contributions, among others, with regard to imitation with the concepts of isolating mechanisms (Rumelt, 2014), time compression diseconomies, asset mass efficiencies, and causal ambiguity (Dierickx & Cool, 2019). Much resource-based research has focused on intangible assets, which include information (Sampler, 2018), knowledge (Spender, 2016), and dynamic capabilities (Teece, Pisano & Shuen, 2017).

Scrutiny and assessment have pointed to a number of unresolved problems in the resource-based approach. Some of these problems justify the approach adopted in this paper and indicate ways to integrate the RBV and the firm's competitive environment. These criticisms relate to the unit of analysis, the circularity or tautological nature of the resource-based theory, the exogenous nature

of value, the neglect of the environment, the condition of heterogeneity, and the behavioral assumption underlying the condition of non-limitability.

Foss (2018), states that the resource-based perspective does not escape the general problem of finding the appropriate unit of analysis. Most contributions within the RBV take the individual resource as the relevant unit of analysis to study competitive advantage. However, Foss (2018) points out that this choice may only be legitimated if the relevant resources are sufficiently well-defined and free-standing. If, in contrast, there are strong relations of complementarily and co-specialization among resources, it is the way resources are utilized and how they interplay and fit into the system that is important to the understanding of competitive advantage. Foss (2018) recognizes that the concepts 'capabilities' and 'competences' aim perhaps at grabbing this clustering and interplay. The conceptual framework takes this problem into account by relating competitive advantage to strategy rather than to individual resources.

Porter (2011) and Priem and Butler (2001) assert the circularity of the resource-based view. Priem and Butler argue that Barney's (1991) statement "if a resource is valuable and rare, then it can be source of competitive advantage" is necessarily true if the concepts 'valuable' and 'competitive advantage' are defined in the same terms. Peteraf and Barney (2003) answer this criticism by proposing a more narrow definition of competitive advantage, no more in terms of profitability advantage but in terms of competitive edge. Priem and Butler (2010) identify a second important problem, namely the exogenous nature of value in the RBV. In his response to Priem and Butler, Barney (2001) acknowledges that the determination of the value of a firm's resources is exogenous to the resource-based theory presented in his 1991's paper.

Because of its tautology and its exogenous determination of value, Priem and Butler (2001) conclude that the resource-based view has contributed very little to the explanation or prediction of competitive advantage and recommend that scholars address core connections between resources and the environment because, while resources represent what can be done, the competitive environment represents what must be done to compete effectively in satisfying customer needs. Writing about the neglect of the environment, Foss (2018) says that the RBV needs not restrict its domain of application to the firm because it may in fact add some more fine-grained analysis to the understanding of industry-level competitive dynamics, for instance, by directing attention to the resources that underlie barriers to mobility and entry. Thus, bringing together the firm's resources and the competitive environment in a single framework could help

to understand how resources contribute to performance (Priem & Butler, 2001) and how resources influence competitive dynamics (Foss, 2018).

While Peteraf and Barney (2003) assume heterogeneity and do not inquire into its origin, some authors argue for the development of an endogenous theory of heterogeneity. So, Mahoney and Pandian (2013) propose either to integrate the RBV with the organizational economics and dynamic capabilities approach or to utilize the equilibrium models of industrial organization in order to explain the origins of heterogeneity. Foss and Knudsen (2013) assert that uncertainty and immobility (i.e., sunk cost commitments) should be the only conditions to enter the study of sustained competitive advantage as exogenous elements whereas a host of additional conditions are candidates for inclusion as endogenous elements. They include input heterogeneity in this unbounded list of additional conditions that give shape to competitive advantage. Many of Foss and Knudsen's (2003) additional conditions relate to the competitive environment, thus supporting my claim for the integration of the competitive environment and the RVB in a single framework.

Finally, Gimeno (2009) states that the resource-based research "has emphasized the lack of ability of imitators or rivals to erode the market position of a firm as a necessary condition for sustainability, implicitly assuming that any rival capable of eroding the position will do so, and cannot be restrained from pursuing that course of action". Extending my framework to grasp multimarket reality will allow me to consider, in analyzing sustainability, both the ability and the motivation as drivers of competitive behaviors.

2.3 Empirical Evidences From Nigeria

Olota, Aun and Oyedokun (2017) examine human resource practicesand identify how to apply these practicesto production. The research adopted a survey research design and simple random sampling technique was used to select 100 staff of the production department and human resource department in LUBCON Nigeria Ltd. Questionnaires were used as the instrument of primary data. Data were analysed using regression analysis and correlation which revealed that job design has a positive impact on the production process with a significance level of 0.00 which is less than 0.05 and R 2 value of 0.784, also that there exists a strong relationship between labour planning and production function with a significance level of 0.00 which is also less than 0.05 and finally the study finds out that labour standard has a huge impact on the productivity of employee with a significance level of 0.05 and R 2 value of 0.769. The research findings indicated that proper job designs, effective labour planning and labour standard by the strategic human resource manager

will improve the various production process, production function and increase employee productivity. Job design, labour planning and labour standard as a dimension of human resource strategy if properly annexed will lead to job enlargement, job enrichment of employees, optimal utilization of their ability among others According to them some of the resources are brand names, employment of skilled personnel, machinery etc. Barney (2001) have mentioned that these resources as bundles of tangible and intangible assets, including a firm's management skills, its organizational processes and routines, and the information and knowledge. Resources are important to the organizations since they are valuable, rare, costly to imitate, and non substitutable (Armstrong & Baron, 2007). Also, they further explained that valuable, rare, costly to imitate, and non substitutable resources can be a source of sustained competitive advantage to the extent that there are no strategically equivalent resources (Armstrong & Baron, 2007). There are empirical strategic human resource management studies that have used the RBV as the basis for exploring the relationship between a human resource and firm performance and it has significantly and independently influenced the field of strategy and strategic human resource management (Wright et al., 2001).

Dimba and K'Óbonyo (2009) in Kenya investigated the nature of the effect of SHRM practices on organizational performance. The study sought to determine whether the effect of human resource management practices on organizational performance is direct or indirect through employee motivation and whether employee cultural orientations moderate the relationship between strategic human resource practices and employee motivation. 50 multinational manufacturing companies in Kenya were sampled. One HR manager, 2 line managers and 3 employees from each organization were chosen for the survey. The study adopted the measures developed by Hofstede and Huslid. Using regression analysis, the results indicate that all the variables of SHRM strategies, except practices and firm motivation did not depend on employee cultural orientations when cultural values were considered; motivation mediated the relationship between SHRM practices and firm performance and motivation affected firm performance.

Adeyemi and Badmus (2001), carried out a study to ascertain Human Resource Strategy on Operations Management. The first Objective of the study was to achieve efficient use of human resources within the operations function. This is often a major goal of a firm because operations are usually the function with the highest labour cost, and labour is often the large part of the total

cost of the product. The second objective was the design of jobs that are effective, safe and provide a reasonable quality of work life for the employee in an atmosphere of mutual respect. They concluded that the way and manner in which an organization manages its human strategy ultimately determine its success. It was also asserted that production management has a large role to play in achieving human resources objectives. Karlson and Ahlstrom (1996) in their publication Action Research in Production Management examined the implementation process when implementing lean product development. Lean product development offers the potentials for faster product development with fewer engineering hours, improved manufacturability of products, higher quality products, fewer production star-up problems, and faster time to market, so improving the likelihood of market success. Over two years observing and facilitating one company's efforts to make this transition that was able to identify various factors that either hindered or supported the implementation of lean production management.

James, Fred and Sara (2017) explore theoretical contribution by taking a persistent characteristics approach to explore the relationship between human resource management practices and innovation outcomes at the workplace-level. Innovators are categorized by the degree to which they are successful at achieving new product/processes and/or improved product/processes outcomes year over year. The human resource management practices explored include the use of highly qualified personnel, and skill-enhancing, motivation-enhancing, and opportunity-enhancing sub-bundles of strategies. Further, work organization practices are also explored including integration and collaboration, introduction of organizational changes, and the use of technology. The findings indicate workplaces that set strategic goals related to innovation, that motivate their employees, that create opportunity for their employees to act, and that make greater use of technology tend to be more persistent innovators. These findings can contribute to the development of government policy, which seeks to improve innovation performance outcomes.

Gupta (2016) examine the published works of Chandler and Ansoff, strategic research started; 1980s, study about Strategic Human Resource Management (SHRM) is of the rise of the best human resource perspective, contingent perspective and configuration perspective. There are two views about the relationship between Strategic Human Resources and business strategy: the contingency scholars think, human resources strategy is determined by the organizational strategy, organizational strategy and human resource strategy is a one-way relation; and Resource-based view that organizational strategy and human resources strategy is a two-way influence relationship.

Based on the contingency scholars, this paper explores the path that the strategic human resources support business strategy, not only to focus on internal and external matching, but also pay attention to the specific content of match. This research work assesses the perception of teachers of public secondary schools on their monetary reward in Kano State. The study, which is quantitative in nature, used survey research design. A total of 347 teachers participated in the study. Cluster sampling and random sampling techniques were used in the study. Descriptive statistics analysis was used for the analysis of the responses through SPSS version 17. The study found that the monetary reward, in terms of salary, allowances and monetary benefit, for teachers in public secondary schools in Kano State is poor. In addition, the study found that teachers in Kano State cannot afford for their basic needs.

Empirical Evidences from other part of the World

Taufek, Zulkifle, and Sharif (2016) examine the relationship between reward system and Work Engagement. To attain this objective the quantitative method was used to attain and collect data through questionnaires. A total of 250 questionnaires were distributed to few companies. And only given back 161 questionnaires were received and used for analysis. The data were analyzed using Pearson Correlation, and frequency test. The finding exhibited that, there is a relationship between Reward System and Work Engagement. Four of the dimensions for Reward system are significant towards work engagement. In conclusion, it is observed that Reward system have an effect towards the Work Engagement. Demographics factors also affect the work engagement. This shows that Reward system is needed to be upgraded more to increase work engagement.

In a study conducted by Ibrar and Khan (2015) which investigate how to employee performance impact on reward in private school. The study also aims to show how to employee improve the performance has in reward system. Questionnaire was used as instrument and 100 copies of questionnaire were used to check the respondent's opinion. A descriptive analysis, correlation and multiple regression tests were applied for data analysis. The study concludes that there is positive relationship between rewards (extrinsic and intrinsic) and employee's job performance. Most of the organizations implement rewards system to increase the job performance and job satisfaction. Clark (2013) investigated the longitudinal effect of salary in employees' job satisfaction in Egypt and the result shows that there is no significant effect of salary on job satisfaction. Jones and Sloane (2017) in their study on low pay, higher pay and job satisfaction in Wales found that the level of salary is a secondary variable that cannot stand alone and its influence may be limited when the

work quality is unsatisfactory. This study supported Brown, Gardner, Oswald and Qian (2017) in their own study using 16266 employees who work in more than 800 institutions to determine the factors of happiness at work. The results indicated that the level of salary minimally influenced job satisfaction. Shields and Ward (2013) in their study on improving nurses retention in the National Health Service in England found that salary raise can only influence jobs with low level income but not the high level ones and in some cases raise might have negative effect on job satisfaction. Therefore, there might be some evidence to suggest that the relationship is not linear but it rather curve linear one. Bender and Heywood (2016) in their study on job satisfaction among highly educated found that university professors who receive high income in comparison with other jobs have low job satisfaction because they think that Ph.D holders who work in industry earn more than they. Such comparison may affect job satisfaction because of the feelings of injustice. In another study by Clarke, Oswald and Warr (2013) on the relationship between age and salary and job satisfaction found that there is a direct correlation between job satisfaction and salary after controlling the age variable. This means that job satisfaction for salary increases with age due to the low financial responsibilities with the growth of age. This suggests that education has a negative impact on job satisfaction because education is associated with higher expectations. Such a person may be dissatisfied with performing the routine tasks required of most jobs even though his/her salary may be higher than younger employees. Such studies may indicate that salary does not influence job satisfaction directly. Al-zoubi (2008) in his study on generating benchmarking indicators for employee job satisfaction indicates that job satisfaction depends on income relative to a comparison or reference level but not the salary amount. This suggests that even if the salary of the employee is high compared with the level of salaries in the organization he works in, he will feel dissatisfied if he believe that others in other institutions who have similar qualifications and specifications take a higher salary amount than they do.

Bailey, Adrian, Alfes and Fletcher (2017) claim that high levels of engagement can enhance organizational performance and individual well-being has not previously been tested through a systematic review of the evidence. To bring coherence to the diffuse body of literature on engagement, the authors conducted a systematic synthesis of narrative evidence involving 214 studies focused on the meaning, antecedents and outcomes of engagement. The authors identified six distinct conceptualizations of engagement, with the field dominated by the Utrecht Group's 'work engagement' construct and measure, and by the theorization of engagement within the 'job

demands–resources' framework. Five groups of factors served as antecedents to engagement: psychological states; job design; leadership; organizational and team factors; and organizational interventions. Engagement was found to be positively associated with individual morale, task performance, extra-role performance and organizational performance, and the evidence was most robust in relation to task performance. However, there was an over-reliance on quantitative, cross-sectional and self-report studies within the field, which limited claims of causality. To address controversies over the commonly used measures and concepts in the field and gaps in the evidence-base, the authors set out an agenda for future research that integrates emerging critical sociological perspectives on engagement with the psychological perspectives that currently dominate the field. Albrecht, Bakker, Gruman, Macey, and Saks (2015) argue in support of a model that shows how four key HRM practices focused on engagement influence organizational climate, job demands and job resources, the psychological experiences of safety, meaningfulness and availability at work, employee engagement, and individual, group and organizational performance and competitive advantage. This conceptual review focuses on the research evidence showing interrelationships between organizational context factors, job factors, individual employee psychological and motivational factors, employee outcomes, organizational outcomes and competitive advantage. The proposed model integrates frameworks that have previously run independently in the HR and engagement literatures. They concluded that HRM practitioners need to move beyond the routine administration of annual engagement surveys and need to embed engagement in HRM policies and practices such personnel selection, socialization, performance management, and training and development.

Kianto, Vanhala and Heilmann, (2016) in their study propose that knowledge management (KM) could be a way to nurture job satisfaction and examine how KM can increase individual employees' job satisfaction. A theoretical model concerning the connections between five facets of KM (knowledge acquisition, knowledge sharing, knowledge creation, knowledge codification and knowledge retention) and job satisfaction is proposed. It is then empirically tested with a structural equation modeling partial least squares analysis of a survey data set of 824 observations, collected from the members of a Finnish municipal organization. Existence of KM processes in one's working environment is significantly linked with high job satisfaction. Especially intra-organizational knowledge sharing seems to be a key KM process, promoting satisfaction with

one's job in most employee groups. Interestingly, significant knowledge-based promoters of job satisfaction differ as a function of job characteristics.

Sarker (2017) examines the effect of human resource (HR) practices on the employee performance in banking sector of Bangladesh. The study was carried out through a sample survey on convenience sampling based data set about different levels of employees from the banks in different locations of Bangladesh. In the first growing banking sector like Bangladesh, there are 56 banks offered financial services with different stratagem and always looking for faster growth through employee performance by all means. Performance assessment is highly important while achieving the goals of the organization and determining the individual contributions to the organization. A structured questionnaire was used to collect primary data related to some HR issues namely- Institutional Commitment and Motivation, Employee Relations, Compensation, Physical Work Environment, Training and Development, Promotion, Job Satisfaction (independent variables) and the employee performance (dependent variable) of the designed banks. The study revealed that all the HR practices except compensation and training & development have significant impact on the employee performance in the banking industry of Bangladesh. The findings of study provide a clear guidance to the banking practitioners/policy makers to take further steps in achieving the organizational goal through the employee performance.

Akram, Ungku, and Khalid (2016) examined the impact of human resource management practices(HRMPs) on employee's performance at Islamic University of Gaza (IUG) in Palestine. In particular, the primary data has been collected via standard questionnaires from a randomly selected sample of 115 employees (faculty and non-faculty members) of IUG. The multiple regression models was used to analyze the data SPSS 22. The findings of this research study have reported that HRMPs (recruitment and selection, training and development, compensation and incentives, performance appraisal) are positively related to employee's performance. The contribution of this study is threefold. Firstly, to investigate the relationship between HRMPs and employees performance. Secondly, this research study provides meaningful insight about HRMPs and employees performance at higher education institutions in Palestine. Third, from a practical perspective, the study draws attention to the fact that there is a need to develop HRMPs that can enhance the effectiveness and sustainability of higher education institutions in Palestine. These

results of this cross-sectional study can be applicable the similar higher educational institutions in Palestine.

Zulfqar, Bilal, Affan and Muhammad (2012) examined the relationship and nature of relationship between the employee perceived performance and human resource (HR) practices(compensation, performance evaluation, and promotion strategies) in the banking sector of Pakistan. Survey of 235 banking personnel was conducted through personally administrated questionnaire to investigate the impact of HR practices on employees' perceived performance. The relationship and nature of relationship was calculated by applying the Spearman's correlation matrix and multiple regression analysis. The Spearman's correlation results demonstrate that, the employee perceived performance and HR practices has the positive and significant relationship. The regression results indicate that the two HR strategies: performance evaluation and promotion practices are significant but the compensation practices are not significant. Moreover, this study provides help for top-management of banking sector to design or revise their HR policies and make practices to attain high employee performance.

Hassan (2016) determined the impact of HRM practices on employee's performance in the textile industry of Pakistan. Random sampling technique was used to collect data for this research study. A questionnaire based on 34 items was distributed among 68 employees of textile industry for data collection. To check the association between HRM practices and employee's performance, Pearson correlation statistical technique and regression analysis was applied on the data. The results indicate that HRM practices Compensation, Career Planning, Performance Appraisal, Training, and Employee Involvement have a positive impact on employee's performance. Hence, it is proved that independent variables contribute positively towards change in the dependent variable.

Akpoviroro, Akanmu, Akinrinola, and Salau (2018) examined the effect of Employee Benefit on Job Performance and also to investigate the effect of Work Bonuses on Employees Motivation. 124 copies of questionnaire were administered to Cadbury Plc employees in Lagos State, Nigeria to get primary data that treated and tested appropriate research questions and hypotheses accordingly. For the purpose of this study, correlation and descriptive research was employed. The Yamane formula was adopted to determine the sample size. The Statistical Package for Social Sciences and Cronbach's alpha was employed. The study found out that employee bonus

significantly affects employee motivation in business and employee benefit significantly affects job satisfaction in business. The study recommended that organizations need to have a reward system(s) as a standard which is considered fair and equitable. Not having a reward system in an organization will lead to resistance from the employees and also Incentive management and practices such as pay incentives and fringe benefits should be based on realistic and standard methods in accordance with industrial benchmarks, indices and procedures and should likewise conform to ethical valuations and strategies.

2.4 Gaps in Literature

The review of the relevant research in the human resource practices and employee performance shows that scholars have analyzed this variables using either qualitative or quantitative analysis. Also, many of such studies were conducted using the traditional or the core civil service and not organizations with new public service rules. Conceptually, the traditional functions of human resource management such as planning, controlling, and coordinating and others had often been used to proxy human resource strategies.

CHAPTER THREE
METHODOLOGY

3.0 Preamble

This chapter was designed to navigate on various research methods that were used in the study. These include research design area of study population sample size, sampling procedure data collection, instrument validation, method of data analysis and ethical consideration respectively.

3.1 Research Design

The study was exploratory with the view to clarify and define the nature of a problem. It also adopted a cross sectional analysis that allows data from the population using survey methods in analyzing data and was considered appropriate as for the study. The adoption of survey method allows the use of primary sources of information and also allows the researcher to interact with the subjects on the field by the way of interview and administration of questionnaire.

3.2 Population of the Study

The population of the study consists of employees of Kwara State Agencies operation under the New Public Service; Kwara State Internal Revenue Service, Kwara State Hospital Management Bureau, Bureau of Land and Kwara State Social and Community Development Agency. The population of the staff of these agencies according to Kwara State Statistics office is Two thousand six hundred and sixty five (2665) staff based on staff verification exercise conducted in December 2018. Sekan (2003) support the view when he stated inter alia that considering whole enumeration in a census of the total population could be practically unachievable considering size intensiveness and extensiveness of the target population. The choice the public service was informed by the adoption of new public service management strategies.

S/N	Agency	Staff Strength
	Kwara State Internal Revenue Service	893
	Kwara State Bureau of Land	342
	Kwara State Health Management Bureau	1, 430
		2,665

3.3 Sample Size Determination

The sample size was determined from the total number of 2,665 staff using Krejcies and Morgan (1970)'s formula for sample determination. Based the formula, 336 staff were proportionally selected from the study's population to serve as the study representative sample size. The formula was adopted because of its level of precision, level of confidence or risk, degree of variability in the attribute being measured and attendant external validity. The formula is also associated low sampling error in a quantitative research since the longer the sample, the more likely the results are to present the population (Amugure, 2014). It is on this premise that samples of 336 respondents were selected at 95% confidence level.

The formula is as shown below:

$$s = \frac{\chi^2 NP(1-P)}{d^2(N-1) + \chi^2 P(1-P)}$$

Where:

s = required sample size

χ^2 = the table value of chi square for 1 degree of freedom at the 95 percent confidence level (See Appendix vii)

N = the population size

P = the population proportion (assumed to be 0.50 since this provided the maximum sample size)

d = degree of accuracy expressed as a proportion (0.05)

$$N = 2{,}665, \chi^2 = 3.481, P = 0.50 \; and \; d = 0.05$$

Therefore, substituting for the above variables, this yield:

$$s = \frac{3.841\ (2{,}665x\ 0.5)(1-0.5)}{0.05^2(2{,}665-1) + 3.841\ 0.5(1-0.5)}$$

$$s = \frac{2{,}559.066}{7.62025}$$

$s = 335.82$

$s \cong 336$

3. 4 Sampling Technique

The study adopted a non probability sampling approach by the use of convenience techniques. This was informed by the absence of sample frames for the use of probability sampling based on the recommendation of Otokiti (2010) which linked the presence of list of population to random sampling. None the less, the study ensured representative across the agencies by using simple percentage to the agencies. The choice of convenience sampling was also informed by the presence of the Novel Corona Virus pandemic which had restricted different categories of staff from coming to office.

3.5 Data Collection Method

This study adopted primary method of data collection collected from the staff of the organization using self-administered questionnaire and structured interview. Question item guide was equally employed in order to garner information from staff.

3.6 Instrument of Data Collection

The instrument employed during the collection of data for this study was structured closed ended questionnaire. A self-administered questionnaire using a five point likert scale was designed and used in the collection of primary data from the respondents. A likert scale provides an orderly scale which helps respondents to choose the option which best supports his opinion. Daramola (2016) observes that using questionnaire is considered appropriate since the respondent has the option of ticking his chosen response.

3.7 Validity of the Research Instruments

To validate research instruments, the supervisors were involved in ensuring that data collected adequately and internally represents the variables that were to be measured. In validating the instruments, the questionnaire was flogged with colleagues severally for necessary adjustments and readjustment before submission to the supervisors who examined its face validity. The instruments was then pre-tested after which the content validity was determined. This is in line

with Lynn (2018) that observed that validity of a study must relate to relevancy, clarity, meaningfulness and completeness. The construct validity was examined with reference sentence construction, language clarity and comprehensiveness of the instrument. All the comments received on the acceptability of the instruments were brought to bear during the designing of the final questionnaire administered on the respondents.

3.8 Reliability of the Research Instruments

Thirty copies of questionnaire was administered for pilot study and the reliability of the instrument was be measured using Cronbach Alpha reliability coefficient (a) between a = 0.00 for non-reliability and a = 1.00 for perfect reliability.

Table 3.1 Cronbach Alpha Result

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Performance Related Pay	12.6000	30.938	.886	.814
Job Enhancement	12.4000	33.283	.547	.847
Promotion	12.2000	32.166	.557	.846
Recognition	12.7333	33.857	.696	.837
Job Satisfaction	11.8667	34.395	.404	.863
Employee Commitment	12.6000	30.938	.886	.814
Employee Productivity	11.7333	27.995	.641	.842
Employee Involvement	12.5667	33.013	.450	.860

Source: Aurthor's Computation (2020)

According to Creswell (2014), any instrument within the range of 0.70 and above shows adequate levels of internal consistency. All the items were found to be above the benchmark which signified that all the variable items were reliable.

Table 3.2 Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.858	.876	8

3.9 Method of Data Analysis

Descriptive and inferential statistics were employed to analyze the quantitative data, this is in conformity with the view of Yamusa and Adefila (2014), that descriptive statistics measuring central tendency such as mean, mode, median, standard deviation, variance, frequency and percentage which help in summarizing the socio-economic and demographic characteristics of the respondents. The inferential statistics was used by testing hypotheses and deriving estimates or act of generalizing from the sample to a population with calculated degree of certainty. In this study, four hypotheses were tested accordingly while on the other hands thematic data analysis was used for the analysis qualitative data.

3.10 Ethical Consideration

Privacy: The respondents were informed to know that any information supplied would be treated with highest degree of confidentiality

Informed consent: All respondents were informed prior to the administration of the questionnaire and the purpose of the study e.g. for academic purpose, hence respondents were at the liberty to choose whether to participate in the exercise or not. This conformed to Leedy, *et.al.* (2014) that a researcher should obtain permission from the appropriate committee or from the institution for any research involving human being. The research should ensure that all people are made to participate voluntarily during the data collection and that the information gathered would be treated with highest degree of confidentiality.

CHAPTER FOUR
DATA ANALYSIS, INTERPRETATION AND DISCUSSION OF FINDINGS

4.0 Preamble

This chapter presents the results and discussion of the study on human resource management strategy and employee performance in Kwara State Public Service.

4.1 Demography of respondents

The following were derived from the data collected and were presented in tables. The preliminary examination shows that out of the sample of 336 respondents, 265 copies of the questionnaire was duly filled and returned.

Table 4. 1 Demographic Characteristics of Respondents

Gender	Frequency	Percentage (%)	Cumulative Percentage (%)
Male	137	40.8	40.8
Female	199	59.2	100.0
Total	336	100.0	
Age			
20-25	31	9.1	9.1
26-30	124	37.0	46.0
31-35	104	30.9	77.0
36-40	77	23.0	100.0
Total	336	100.0	
Experience			
1-5 yrs	85	25.3	25.3
6-10yrs	167	49.8	75.1
11-15yrs	84	24.9	100
Total	336	100	

Source: Author's Fieldwork Computation, 2020

The demographic representation in table 4.1 shows that respondent who participated in the study, and gender, age and experience (length of service) were measured in frequency and percentage. Revealing the frequency of female to male were 199(59.2%) and 137 (40.8%), were male. The variation in age was determined among respondent with age 26-30 years with the highest frequency at 124 (37.0%) and others, 104 (30.9%) of the respondents were age 31-35 years, the

remaining are 77 (23.0%) were 36-40 years and 31 (9.1%) were 20-25 years. The length of service was also determined were respondent with 6-10 years shows a highest frequency of 167 (49.8%), were from 11-15 years at 84 (24.9%) and 1-5 years at 85 (25.3%)

4.2 Assumptions of Multiple Regressions

The variables were checked for normality, linearity and multicollinearity to satisfy the basic and underlying assumptions of multiple regression analysis in line with the suggestion by Hair *et al.,* (2010).

4.2.1 Normality Test

Normality according to Hair *et al*. (2010), is the most significant postulation in multivariate analysis (Hair *et al*., 2010). It deals with the nature of data distribution for an individual construct and its association with normal distribution (Tabachnick & Fidell, 2007). Furthermore, when the final aim of the study was to make inference, then screening for normality is a significant step in nearly all multivariate analysis. Accordingly, the univariate and multivariate normality were examined. The preliminary test of normality revealed that there was a sign of non-normality, which was revealed by calculating the Z-score values for each item. As few cases had a Z- score value of more than ±2 and above the variables. Subsequently, after the transformation, the skewness and kurtosis of all the items were within the acceptable range of ±2.58 respectively. This is in line with the study of Tabachnick and Fidell, (2007) that data transformation improves outcome, and that normality should be re-checked after normalization. Table 4,2 showed the result of skweness and kurtosis of the study.

Table 4. 2 Normality Assumption

Variables	N	Skewness	Kurtosis
Employee Promotion	336	1.118	1.570
Performance Related Pay	336	-0.704	-0.032
Job Enhancement	336	0.461	-0.273
Employee Recognition	336	0.461	-0.273
Job Satisfaction	336	-0.207	-0.009
Employee Commitment	336	1.360	2.482
Employee Productivity	336	-0.818	0.178
Employee Involvement	336	0.635	-0.102

Source: Author's Field Survey (2020)

In figure normality was presented through histogram residual plots which indicated shapes of data distribution to an individual continuous variable and its correspondence to normal distribution. If the assumption is met, the residuals should be normally and independently distributed (Tabachnick & Fidell, 2007). Figure 4.1 of the normal histogram shows that the normality assumption has been achieved since the entire bars are on the histogram.

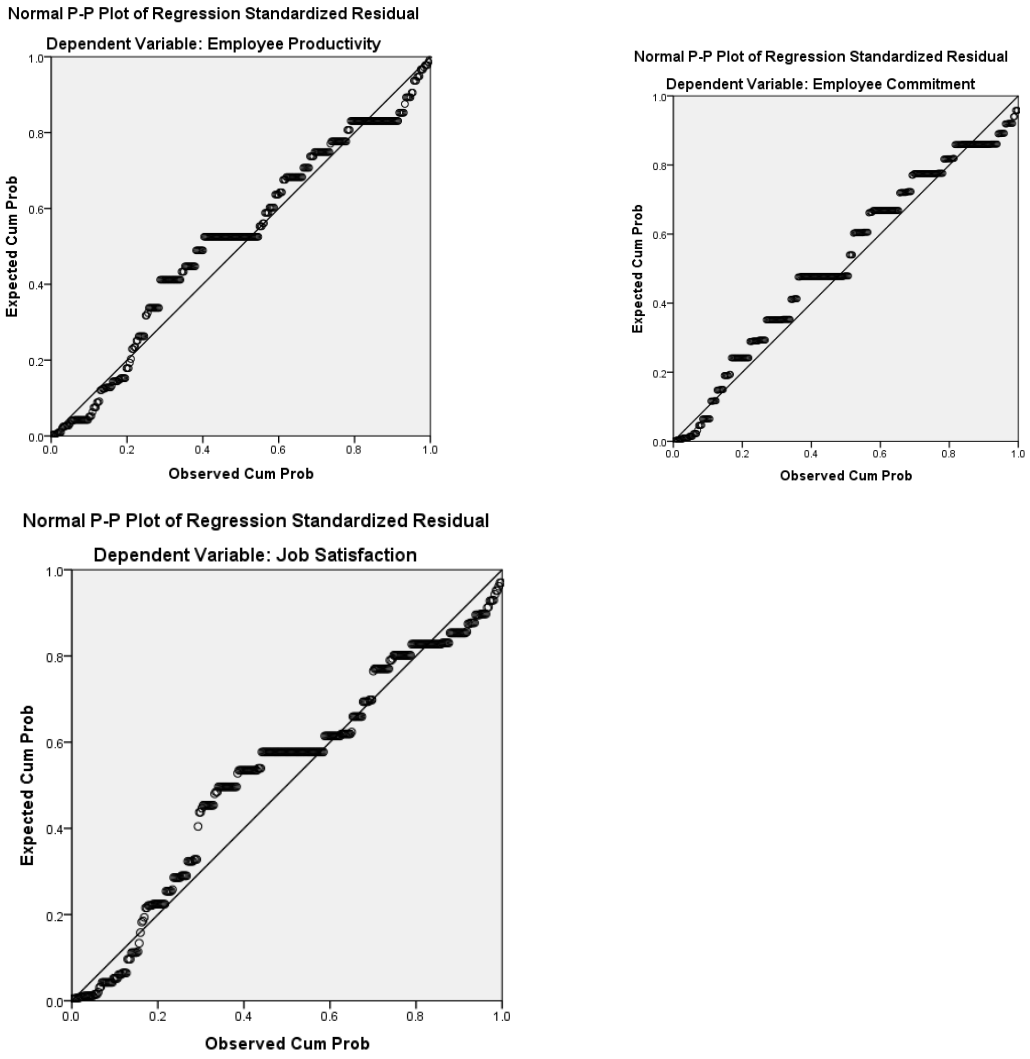


Figure 4. 1 Histogram showing Normality Diagnostics Test

Source: Author's Field Survey (2020)

4.2.2 Linearity

For a research to be able to check and deal with the occurrence of Type I and Type II errors, the kind of association between influence of personality trait and entrepreneurial opportunity recognition process variables in the study should be linear. Tabachnick and Fidell (2007) suggest that to be able to reduce non linearity relationship to the latter, the study may use items that have already been used in an established theory or in a previous study where both reliability and validity have been confirmed. As far as this study is concerned however, the fear of non-linearity has been allayed because all the items used for both the dependent and independent variables were adapted from previous studies.

Figure 4.2 presents the scatter plot between influence of personality trait and entrepreneurial opportunity recognition process. The assumption was not violated as the plot shows that residual scores converged at the center along the zero point, hence evidencing that the linearity assumption was fulfilled.

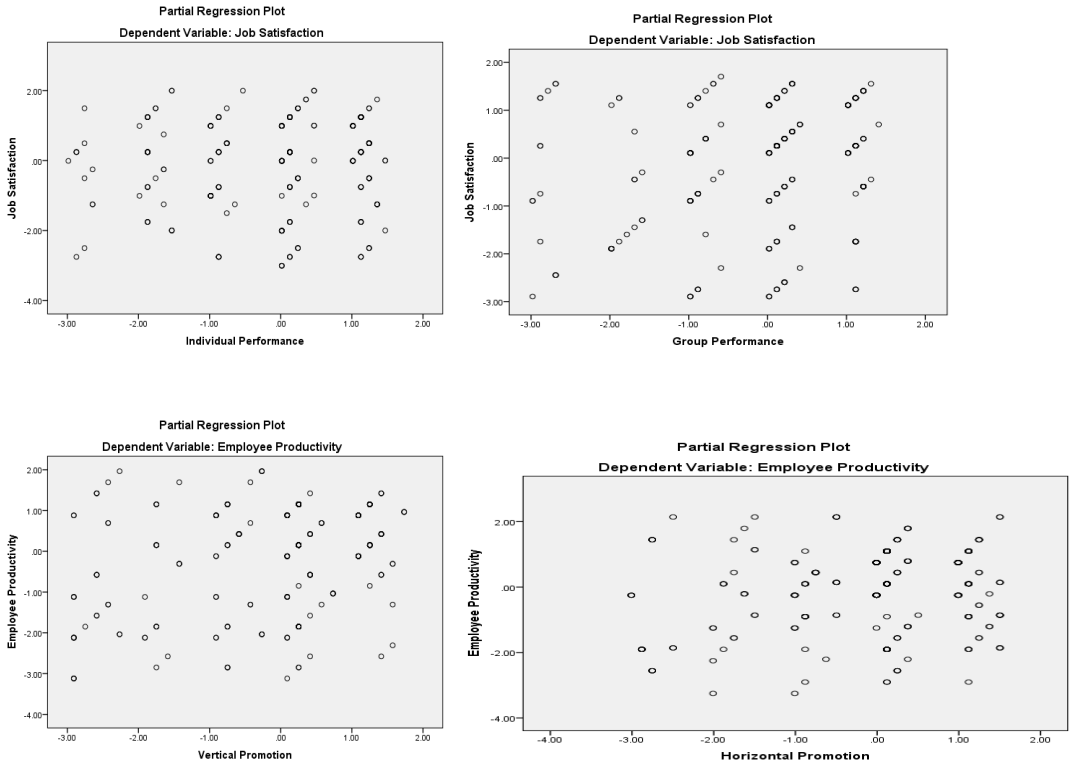


Figure 4. 2 Histogram showing Linearity Diagnostics Test

Source: Author's Field Survey (2020)

4.2.3 Multicollinearity Test

The presence of multicollinearity among the exogenous latent constructs can substantially distort the estimates of regression coefficients and their statistical significance tests (Hair *et al.,* 2006). Specifically, multicollinearity increases the standard errors of the coefficients, which in turn render the coefficients statistically non-significant (Tabachnick & Fidell, 2007). To detect multicollinearity, two methods were used in the study (Chatterjee & Yilmaz, 1992, Peng & Lai, 2012). Firstly, the correlation matrix of the exogenous latent constructs was examined. According to Hair et al. (2010), a correlation coefficient of 0.50 and above indicates multicollinearity between exogenous latent constructs. Table 4.3 showed the correlation matrix of all exogenous latent constructs.

The correlations between the exogenous latent constructs were below the suggested threshold values of .50 or more, which suggests that the exogenous latent constructs were independent and not highly correlated. Secondly, following the examination of correlation matrix for the exogenous latent constructs, variance inflated factor (VIF), tolerance value and condition index were examined to detect multicollinearity problem. Hair, Ringle and Sarstedt (2013) suggested that multicollinearity is a concern if VIF value is higher than 5 and tolerance value is less than .20. Table 4.3 showed the VIF values and tolerance values for the exogenous latent constructs.

Table 4. 3 Multicollinearity Test

Variables	N	VIF	Tolerance
Performance Related pay	336	1.712	.978
Promotion	336	1.213	.916
Recognition	336	1.422	.822
Job Enhancement	336	1.591	.816

Source: Author's Field Survey (2020)

Table 4.3 indicated that multicollinearity did not exist among the exogenous latent constructs as all VIF values were less than 5, tolerance values exceeded .20, and condition indices were below 30, as suggested by Hair et al. (2011). Thus, multicollinearity is not an issue in the present study.

4.3 The Descriptive Statistics of the Study Variables

The descriptive statistics of the respondents' perceptions is presented in table 4.4. A theoretical mean of 2.7 was taken as a criterion to judge the items on all the variables. Therefore, any item in section of the instrument with a mean of above 2.7 score equal was regarded to be significant and reliable, while item with less than 2.7 was regarded as not significant and not reliable. Concerning employee Promotion, the information from 336 respondents; the range of employee promotion is from 1 to 5 points, with a mean of 3.6935 and standard deviation of 1.11090. By implication, the respondents are, on average, agreed with questions on employee promotion. The variable on creativity, the responses from 336 respondents; the range of performance related pay is from 1 to 5 points, with a mean of 3.9137 and standard deviation of 1.09066. By implication, the respondents agreed with questions on performance related pay. Concerning job enhancement, the responses from 336 respondents; the range of question items on job enhancement is also from 1 to 5 points, with a mean of .8542 and standard deviation of 1.07044. By implication, the respondents are, on average, agreed with questions on job enhancement. Regarding employee recognition, the responses indicates that from 336 respondents; the range of question items on employee recognition is from 1 to 5 points, with a mean of 3.8333 and standard deviation of 1.04905. By implication, the respondents agreed with questions on employee recognition.

Furthermore, regarding job satisfaction, the responses from 336 workers; the range of question items on the variable is from 1 to 5 points, with a mean of 3.7232 and standard deviation of 1.19858. By implication, the respondents with questions on job satisfaction . Regarding employee commitment, the responses from the 336 data collected revealed that of the respondents; the range of question items on technology transfer is from 1 to 5 points, with a mean of 3.9226 and standard deviation of 1.02213. By implication, the respondents agreed with questions on employee commitment. As regards productivity, the responses from 336 respondents; the range of productivity is from 1 to 5 points, with a mean of 3.8065 and standard deviation of 1.20747. By implication, the respondents agreed with questions on productivity. Lastly, regarding employee involvement, the information from 336 respondents; the range of question items from 1 to 5 points, with a mean of 3.8423 and standard deviation of 1.21513. By implication, the respondents are, on average, agreed with questions on employee involvement.

Table 4. 4 Descriptive Statistics of Variables

	N	Minimum	Maximum	Mean	Std. Deviation
Employee Promotion	336	1.00	5.00	3.6935	1.11090
Performance Related Pay	336	1.00	5.00	3.9137	1.09066
Job Enhancement	336	1.00	5.00	3.8542	1.07044
Employee Recognition	336	1.00	5.00	3.8333	1.04905
Job Satisfaction	336	1.00	5.00	3.7232	1.19858
Employee Commitment	336	1.00	5.00	3.9226	1.02213
Employee Productivity	336	1.00	5.00	3.8065	1.20747
Employee Involvement	336	1.00	5.00	3.8423	1.21513

Source: Author's Field Survey (2020)

4.3 Test of Hypotheses

Hypothesis 1: Performance related pay does not have significant impact on job satisfaction in Kwara State Public service

From table 4.5, the multiple regression determined the significant effect of performance related pay on job satisfaction. Performance related pay was measured with group performance and individual performance. The Table 4.5 presents the model summary which shows that regression coefficient r^2 value of is 0.570 which indicates that both group performance and individual performance have effect on job satisfaction of workers in the selected agencies in Kwara State. The r^2 which is the coefficient of determination stood at approximately 57 %. This implies that 57% change in job satisfaction can be explained by the performance related pay.

Table 4. 5 Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.738[a]	.570	.510	1.16769	1.466

a. Predictors: (Constant), Group Performance, Individual Performance

b. Dependent Variable: Job Satisfaction

Also, the result of regression as contained in Table 4.6 ANOVA, shows that the estimated F-test of 9.980, was significant. This by implication means that the explanatory variable elements as a

whole can jointly influence change in the dependent variable (job satisfaction). Furthermore, the table 4.6 further summarized the results of an analysis of variation in the dependent variable with value of regression sum of squares (27.215) in comparison to the residual sum of squares with value of 454.043, this value indicated that the model does not fail to explain a lot of the variation in the dependent variables. Hence, the model was well specified.

Table 4. 6 ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	27.215	2	13.608	9.980	.000[b]
	Residual	454.043	333	1.363		
	Total	481.259	335			

a. Dependent Variable: Job Satisfaction
b. Predictors: (Constant), Group Performance, Individual Performance

The output of regression as contained in Table 4.6 showed that there was positive relationship between perceived performance related pay and job satisfaction. Such that a unit increase in performance related pay scores caused about 0.570 unit increases in perceived job satisfaction scores which was statistically significant at 1 per cent with the aid of the p-value (0.000). This shows that for every increase in that predictor, problem solving capacity increases by 57 %.

Table 4.7 presents the coefficients of the explanatory variables (group performance and individual performance). The result shows that group performance and individual performance with coefficients 0.126, and 0.238 respectively have positive effects on job satisfaction in the selected agencies of Kwara State. The result also revealed that one of these explanatory variables: individual performance was significant at 5% because the probability values of these variables are less than 0.05. Again, the standardized coefficient value shows that individual performance has most impact on job satisfaction in Kwara state. This is because it has the highest standardized coefficient value (0.238).

Table 4. 7 Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	2.317	.327		7.079	.000					
	Individual Performance	.126	.060	.113	2.110	.036	.134	.115	.112	.989	1.011
	Group Performance	.238	.064	.198	3.695	.000	.210	.198	.197	.989	1.011

a. Dependent Variable: Job Satisfaction

Hypothesis 2: There is no significant impact of job enhancement on employee commitment in Kwara State Public service.

From table 4.8 the multiple regression determined the significant effect of job enhancement on employee commitment. Job enhancement was measured with job engagement and job enrichment . The Table 4.16 presents the model summary which shows that regression coefficient r^2 value of is 0.263 which indicates that both job engagement and job enrichment have effect on employee of workers in the selected agencies in Kwara State. The r^2 which is the coefficient of determination stood at approximately 26%. This implies that 26% change in employee commitment can be explained by the job enhancement.

Table 4. 8 Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.513[a]	.263	.258	.88017	1.847

a. Predictors: (Constant), Job Enrichment, Job Engagement

b. Dependent Variable: Employee Commitment

Also, the result of regression as contained in Table 4.9 ANOVA, shows that the estimated F-test of 59.386 was significant. This by implication means that the explanatory variable elements as a whole can jointly influence change in the dependent variable (employee commitment). Furthermore, the table 4.9 further summarized the results of an analysis of variation in the dependent variable with large value of regression sum of squares (92.012) in comparison to the

residual sum of squares with value of 257.976, this value indicated that the model does not fail to explain a lot of the variation in the dependent variables. Hence, the model was well specified.

Table 4. 9 ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	92.012	2	46.006	59.386	.000[b]
	Residual	257.976	333	.775		
	Total	349.988	335			

a. Dependent Variable: Employee Commitment

b. Predictors: (Constant), Job Enrichment, Job Engagement

Table 4.10 presents the coefficients of the explanatory variables (job enrichment and job engagement). The result shows that job enrichment and job engagement with coefficients 0.282, and 0.285 respectively have positive effects on employee commitment in the selected agencies of Kwara State. The result also revealed that one of these explanatory variables: both job enrichment and job engagement were significant at 5% because the probability values of these variables are less than 0.05. Again, the standardized coefficient value shows that both have most impact on employee commitment in Kwara state. This imply that the null hypothesis is rejected and the alternative hypothesis is accepted that there is significant impact of job enhancement on employee commitment in Kwara State Public service

Table 4. 10 Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	1.781	.203		8.789	.000					
	Job Engagement	.282	.044	.313	6.459	.000	.396	.334	.304	.940	1.063
	Job Enrichment	.285	.041	.336	6.934	.000	.413	.355	.326	.940	1.063

a. Dependent Variable: Employee Commitment

The data reveal that there is a significant impact of job enhancement on employee commitment in Kwara State Public service. Using the variance influential factor (VIF) which state that a value higher than 10 have multi-collinearity problem so therefore, the three variable show acceptable VIF values showing that there is a relationship between each explanatory variable.

Hypothesis 3: Promotion does not significantly impact on worker's productivity in Kwara State Public service.

From table 4.11, the multiple regression determined the significant effect of employee promotion on productivity. Promotion was measured by horizontal and vertical promotion. Table 4.11 presents the model summary which shows that regression coefficient r^2 is 0.146 which indicates that both horizontal and vertical promotion have effect on productivity among workers in Kwara State. The r^2 which is the coefficient of determination stood at is 0.146 approximately 15 %. This implies that 15 % change in productivity can be explained by the employee promotion.

Table 4. 11 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.383[a]	.146	.141	1.11895	1.616

a. Predictors: (Constant), Horizontal Promotion, Vertical Promotion

b. Dependent Variable: Employee Productivity

Also, the result of regression as contained in Table 4.12 ANOVA, shows that the estimated F-test of 28.551 was, significant. This by implication means that the explanatory variable elements as a whole can jointly influence change in the dependent variable (productivity). Furthermore, the table 4.12 further summarized the results of an analysis of variation in the dependent variable with large value of regression sum of squares (71.495) in comparison to the residual sum of squares with value of 416.931, this value indicated that the model does not fail to explain a lot of the variation in the dependent variables. Hence, the model was well specified.

Table 4. 12 ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	71.495	2	35.747	28.551	.000[b]
	Residual	416.931	333	1.252		
	Total	488.426	335			

a. Dependent Variable: Employee Productivity

b. Predictors: (Constant), Horizontal Promotion, Vertical Promotion

Table 4.13 presents the coefficients of the explanatory variables (job enrichment and job engagement). The result shows that job enrichment and job engagement with coefficients 0.282,

and 0.285 respectively have positive effects on employee commitment in the selected agencies of Kwara State. The result also revealed that one of these explanatory variables: both job enrichment and job engagement were significant at 5% because the probability values of these variables are less than 0.05. Again, the standardized coefficient value shows that both have most impact on employee commitment in Kwara state. This imply that the null hypothesis is rejected and the alternative hypothesis is accepted that promotion does not significantly impact on worker's productivity in Kwara State Public service.

Table 4. 13 Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	1.772	.288		6.160	.000					
	Vertical Promotion	.320	.053	.308	6.011	.000	.334	.313	.304	.979	1.021
	Horizontal Promotion	.219	.060	.188	3.670	.000	.232	.197	.186	.979	1.021

a. Dependent Variable: Employee Productivity

Hypothesis 4: There is no significant relationship between recognition and employee involvement in Kwara State Public service.

The result of the Pearson's correlation coefficient reflects the direction and strength of the relationship between human resources practices (Promotion, recognition, job enhancement and performance related pay) and employee's involvement in Kwara State agencies showing strong positive relationship between human resources practices and employees involvement with correlation figures of Correlation shows 0.080, 0.167, and 0.079 as shown in table 4.14.. This explains that an increase in human resource practices in line with employee's involvement.

Table 4. 14 Correlation Matrix

Control Variables			EP	P RP	JE	ER
Employee Involvement	Employee Promotion	Correlation	1.000	.080	.167	.079
		Significance (2-tailed)	.	.145	.002	.150
		Df	0	333	333	333
	Performance Related Pay	Correlation	.080	1.000	.203	.152
		Significance (2-tailed)	.145	.	.000	.005
		Df	333	0	333	333
	Job Enhancement	Correlation	.167	.203	1.000	.098
		Significance (2-tailed)	.002	.000	.	.075
		Df	333	333	0	333
	Employee Recognition	Correlation	.079	.152	.098	1.000
		Significance (2-tailed)	.150	.005	.075	.
		Df	333	333	333	0

Source: Author's Computation (2020)

4.5 Discussion of Findings

The multiple regression revealed the significant effect of performance related pay on job satisfaction. Performance related pay was measured with group performance and individual performance. The regression coefficient r^2 value of is 0.570 which indicates that both group performance and individual performance have effect on job satisfaction of workers in the selected agencies in Kwara State. This is in tandem with Babakus et al. (2013), the perceptions that employees have with regards to their reward climate influences their attitude towards their employees. In addition, the commitment of managers towards their organization is also shown by how the manager rewards his/her employees (Babakus *et.al,* 2013). More so, the finding of this study shows that monitory and non monitory appreciation matter allot to Public Servant in Kwara State which allude to the finding of Gupta (2016) examine the published works of Chandler and Ansoff, strategic research started; 1980s, study about Strategic Human Resource Management (SHRM) is of the rise of the best human resource perspective, contingent perspective and configuration perspective. There are two views about the relationship between Strategic Human Resources and business strategy: the contingency scholars think, human resources strategy is determined by the organizational strategy, organizational strategy and human resource strategy is a one-way relation; and Resource-based view that organizational strategy and human resources strategy is a two-way influence relationship. Based on the contingency scholars, this paper

explores the path that the strategic human resources support business strategy, not only to focus on internal and external matching, but also pay attention to the specific content of match. This research work assesses the perception of teachers of public secondary schools on their monetary reward in Kano State. The study, which is quantitative in nature, used survey research design. A total of 347 teachers participated in the study. Cluster sampling and random sampling techniques were used in the study. Descriptive statistics analysis was used for the analysis of the responses. The study found that the both group and individual monetary reward, in terms of salary, allowances and monetary benefit, for teachers in public secondary schools in Kano State is poor

In hypothesis two, the multiple regression showed the significant effect of job enhancement on employee commitment. Job enhancement was measured with job engagement and job enrichment . The regression coefficient r^2 value of is 0.263 which indicates that both job engagement and job enrichment have effect on employee of workers in the selected agencies in Kwara State. The r^2 which is the coefficient of determination stood at approximately 26%. This finding is in corroborate with Bailey, Adrian, Alfes and Fletcher (2017) claim that high levels of engagement can enhance organizational performance and individual well-being has not previously been tested through a systematic review of the evidence. To bring coherence to the diffuse body of literature on engagement, the authors conducted a systematic synthesis of narrative evidence involving 214 studies focused on the meaning, antecedents and outcomes of engagement. The authors identified six distinct conceptualizations of engagement, with the field dominated by the Utrecht Group's 'work engagement' construct and measure, and by the theorization of engagement within the 'job demands–resources' framework. Five groups of factors served as antecedents to engagement: psychological states; job design; leadership; organizational and team factors; and organizational interventions. Engagement was found to be positively associated with individual morale, task performance, extra-role performance and organizational performance, and the evidence was most robust in relation to task performance. However, there was an over-reliance on quantitative, cross-sectional and self-report studies within the field, which limited claims of causality. To address controversies over the commonly used measures and concepts in the field and gaps in the evidence-base, the authors set out an agenda for future research that integrates emerging critical sociological perspectives on engagement with the psychological perspectives that currently dominate the field (Bailey *et.al,* 2017).

The multiple regressions determined the significant effect of employee promotion on productivity. Promotion was measured by horizontal and vertical promotion. The model summary showed that regression coefficient r^2 is 0.146 which indicates that both horizontal and vertical promotion have effect on productivity among workers in Kwara State. The r^2 which is the coefficient of determination stood at is 0.146 approximately 15 %. This implies that 15 % change in productivity can be explained by the employee promotion. This implies that 15 % change in productivity can be explained by the employee promotion. This finding is in line with Sarker (2017) examines the effect of human resource (HR) practices on the employee performance in banking sector of Bangladesh. The study was carried out through a sample survey on convenience sampling based data set about different levels of employees from the banks in different locations of Bangladesh. In the first growing banking sector like Bangladesh, there are 56 banks offered financial services with different stratagem and always looking for faster growth through employee performance by all means. Performance assessment is highly important while achieving the goals of the organization and determining the individual contributions to the organization. A structured questionnaire was used to collect primary data related to some HR issues namely- Institutional Commitment and Motivation, Employee Relations, Compensation, Physical Work Environment, Training and Development, Promotion, Job Satisfaction (independent variables) and the employee performance (dependent variable) of the designed banks. The study revealed that all the HR practices except compensation and training & development have significant impact on the employee performance in the banking industry of Bangladesh. The findings of study provide a clear guidance to the banking practitioners/policy makers to take further steps in achieving the organizational goal through the employee performance (Sarker, 2017).

The Pearson's correlation coefficient to determine the extent of human resource practices to employees' involvement. The correlation reveals positive relationship at a rate of 35.8% and p-value of .000 stating that with the decrease organization attention and recognition through adopting a point value incentives, gifts, and awards, decreases employee commitment to responsibility, working capacity and devoted to their organization toward goal accomplishments. According to Zani et al. (2011) stating that the benefit of employee recognition should be identified to be a highly effective motivational instrument that can have significant impact on employees' job satisfaction and performance as well as the overall organizational performance. This is in line with Gostick & Elton (2017) in his study based on a survey of 200,000 employees explain that the

reason for recognizing employees help employee to feel appreciated and more positive about themselves and their ability to contribute by boosting productivity and increase satisfaction. Nelson in his study also examine that recognition leads to improved communication, better cooperation, and decreased absenteeism and turnover. According to Brun and Dugas (2012) state that most managers in organizations are disinclined in giving recognition to employees as a result of fear of losing control, but if not taking into consideration post negative idea on resistance work.

4.6 Qualitative Analysis

Qualitative methods can inform the understanding of a problem, the development of an intervention, and the understanding of how a strategy is implemented by agencies and received by employees. The qualitative part of this study was carried out using ethonography approach by aggregating semi-structured interview, observations and reflexitivity to provide information to compliment the research questions. The questions addressed issues relating to the human resource strategies and employee performance in Kwara State. Using ethnography as a source of information to explore the past, understand the present as well as predicting the future. The study information was gathered form six aggregate of interview and observations. This was informed by the suggestion of O'Cathian, Thomas, Drabble, Rudoph, & Hewison (2013) that in qualitative research the experience of the researcher is essential. Pseudonyms were used to refer to the participants for ethical reasons which are in line with the Kwara State university research standard. The qualitative analysis helped to provide a better insight to ways in which the variables are either related or influence one another. The study organized the research questions into themes and sub-themes based on the responses from the participants. In the analysis, four themes and twelve sub-themes emerged from the issues of human resource practices and employees' performance in Kwara State. The sub-themes which are the information provided by the respondents were collapsed into twelve themes using the coding and categorization techniques of thematic analysis.

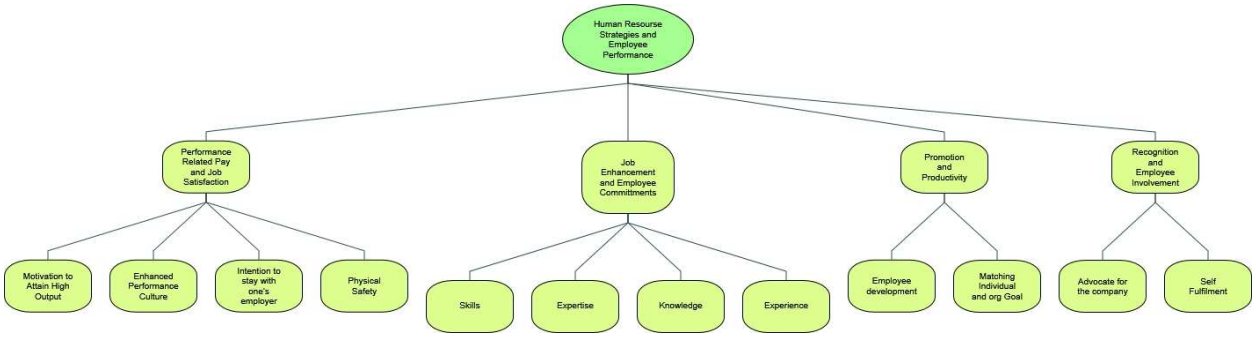


Figure 4. 3 Shows the thematic representation of the study.

Table 4. 15 Observation and References

	Name	Codes	Reference
	Obs6	11	13
	Obs3	10	10
	Obs1	8	9
	Obs2	8	8
	Obs4	4	4
	Obs5	3	5

Source: Nvivo 12 Output

The table 4.15 shows the analysis of the various respondents and the reference files. With observation six having the highest node, 11 codes and 13 references

Theme 1: Performance Related Pay and Job Satisfaction

In observation Obs 1, it was reported that "Performance-based pay is one of the modes of compensation applied by organization to enhance performances of workers as well as ensure that the organizations' goals are attained"

Similarly Obs2 observe that " performance-based pay is purposely used by organizations to distinguish their employees' performances as well as establish the strengths and weaknesses of employees regarding job commitments and satisfactions".

Also, Obs3 reports that "Compensations do not necessarily determine job satisfaction rather a contributing factor".

From the various observations and interviews, four themes were identified, it was coded that physical safety, motivation to attain high output, intention to stay with one's employer and enhanced performance culture were identified as various ways in which performance related pay affect job satisfaction among the employees as shown in figure 4.3

In contrast, **Obs3** observe that "compensation do not necessarily determine job satisfaction rather a contributing factor".

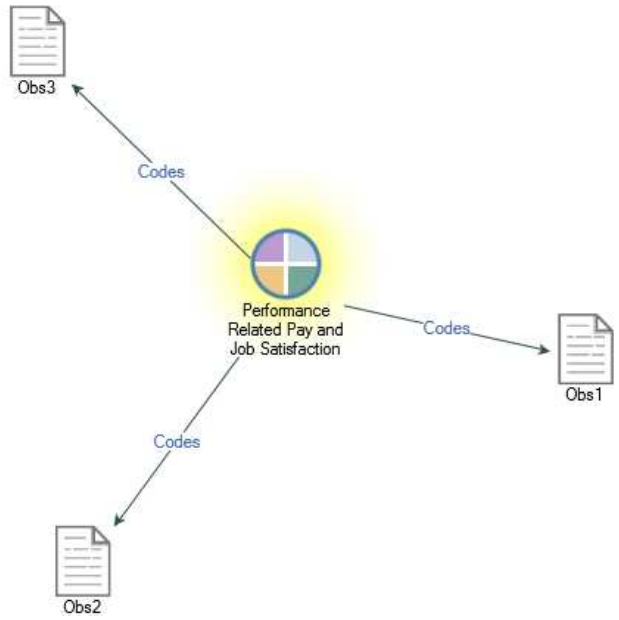


Figure 4. 4 Analysis of Respondents on performance related pay

Source: Author's Computation, 2020

This finding is in relation to Akpoviroro, Akanmu, Akinrinola, and Salau (2018) this study examined the effect of Employee Benefit on Job Performance and also investigate the effect of Work Bonuses on Employees Motivation. 124 copies of questionnaire were administered to Cadbury Plc employees in Lagos State, Nigeria to get primary data that treated and tested appropriate research questions and hypotheses accordingly. For the purpose of this study, correlation and descriptive research was employed. The Yamane formula was adopted to determine the sample size. The Statistical Package for Social Sciences and Cronbach's alpha was employed. The study found out that employee bonus significantly affects employee motivation in business and employee benefit significantly affects job satisfaction in business. The study

recommended that organizations need to have a reward system(s) as a standard which is considered fair and equitable. Not having a reward system in an organization will lead to resistance from the employees and also Incentive management and practices such as pay incentives and fringe benefits should be based on realistic and standard methods in accordance with industrial benchmarks, indices and procedures and should likewise conform to ethical valuations and practices (Akpoviroro *et.al,* 2018).

Motivation to Attain High Output

Base Obs1 it was reported that "*performance-based pay is one of the modes of compensation applied by organizations to enhance performances of workers as well as ensure that the organizations' goals are attained".*

It was also observe that performance based pay brings about job satisfaction as the employee are motivated to have more output (Obs1). The result-oriented pay is related to merit pay where compensation is pledge on individual contribution in the general performance.

Obs2 also reported that "*performance-based pay in purposely used by organizations to distinguish their employees' performances as well as establish the strengths and weaknesses of employees regarding job commitments and satisfaction by motivating them"*

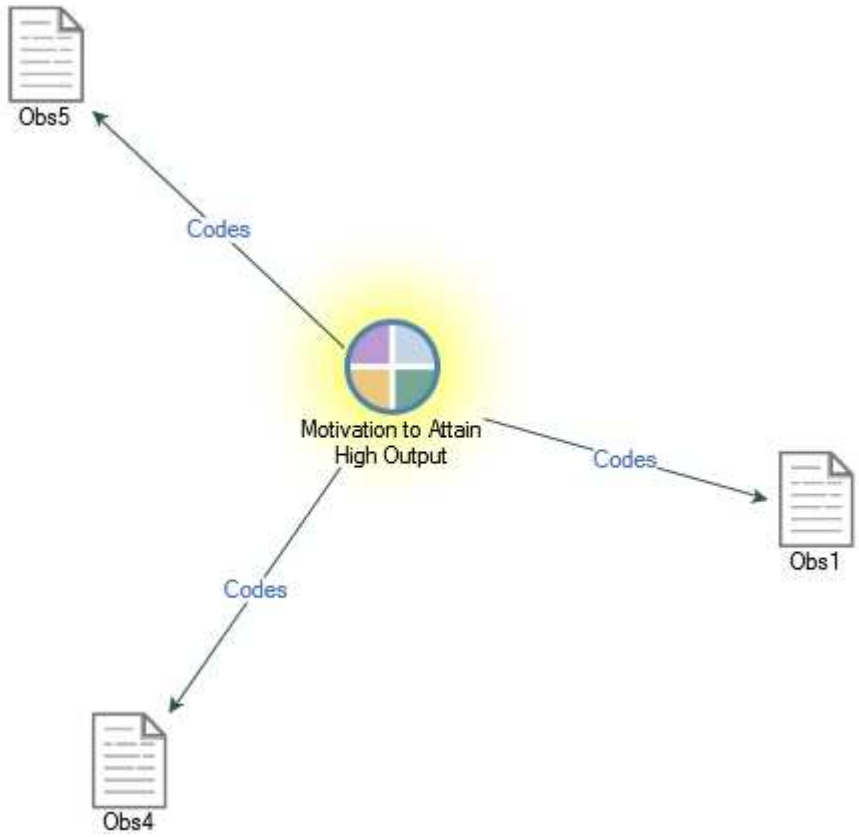


Figure 4. 5 Analysis of Respondents on performance related pay

Enhanced Performance Culture

The forms of compensation also enhance the performance culture among the employees and within the organization (Obs3).

From Obs4 it was deduced that performance related pay brings about a positive performance culture. When you pay people based on performance and empower them to meet all these needs by fostering a culture of productivity.

Intention to Stay with one's Employer

Also, the performance-based compensations used in reward planning, but also in developing the resources as well as helping in shaping personal actions of employees(Obs6)

Obs2 also observe motivated employees are usually prompt to always want to stay with the organization

Obs6 further observe that in organization, you provide payment incentives to help employees advance their skills and meet their personal career goals. Since this candidate emotionally they want to stay with you.

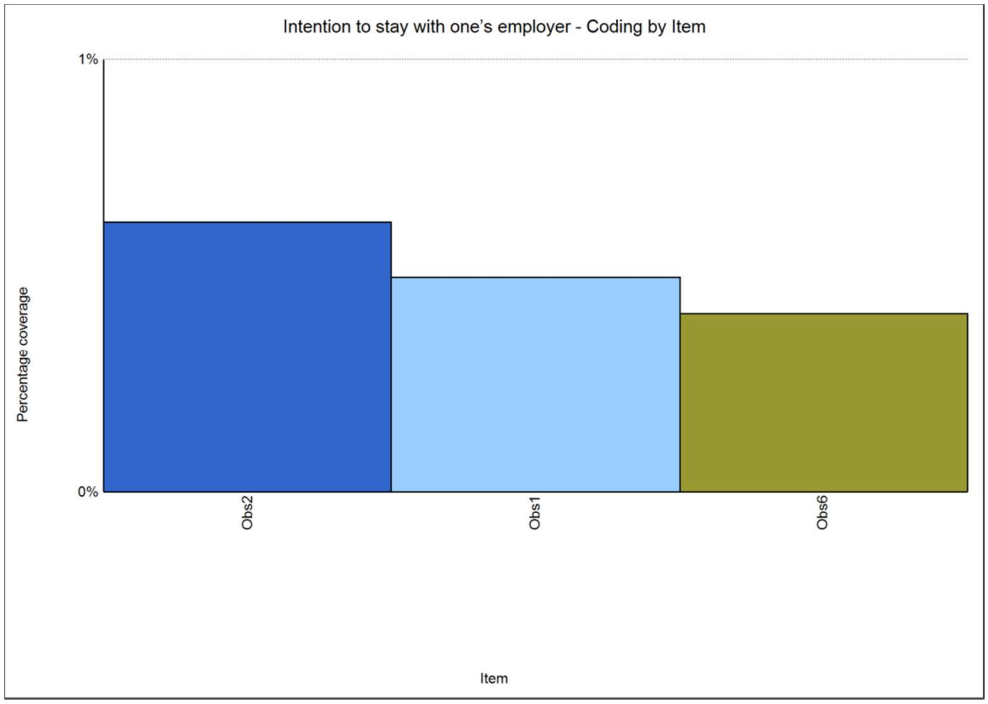


Figure 4. 6 Bar Chart of Respondents on the Intention to Stay with employer

Source Nvivo Output 2020

Physical Safety

Performance related pay ensure security and safety of the employees, the result in job security of the employee(Obs5). This assertion was also supported by other observations as represented in the figure 4.6

Theme2: Job Enhancement and Employee Commitment

From the various observations, it was established that job enhancement and employee commitment brings about expertise, experience, knowledge and skills. This is represented in figure 4.7

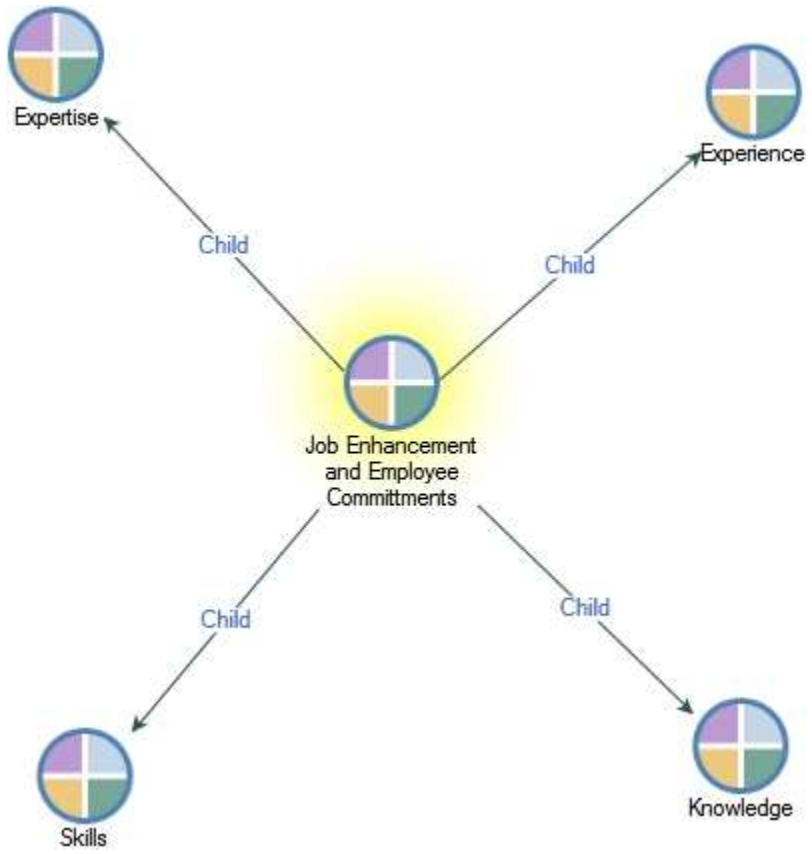


Figure 4. 7 Thematic Analysis of Job enhancement and Employee Commitment

Knowledge

Knowledge plays an important role on helping organizations reach their goals, it facilitates distribution of overall awareness among workers and create better environment for adding more value.

Similarly, Employers naturally want to encourage workers to perform prescribed and voluntary activities while avoiding proscribed ones. To achieve these goals, organizations use a number of HR practices that directly affect the person, process and context

components of job performance. Employees' reactions to these practices determine their levels of engagement and commitment.

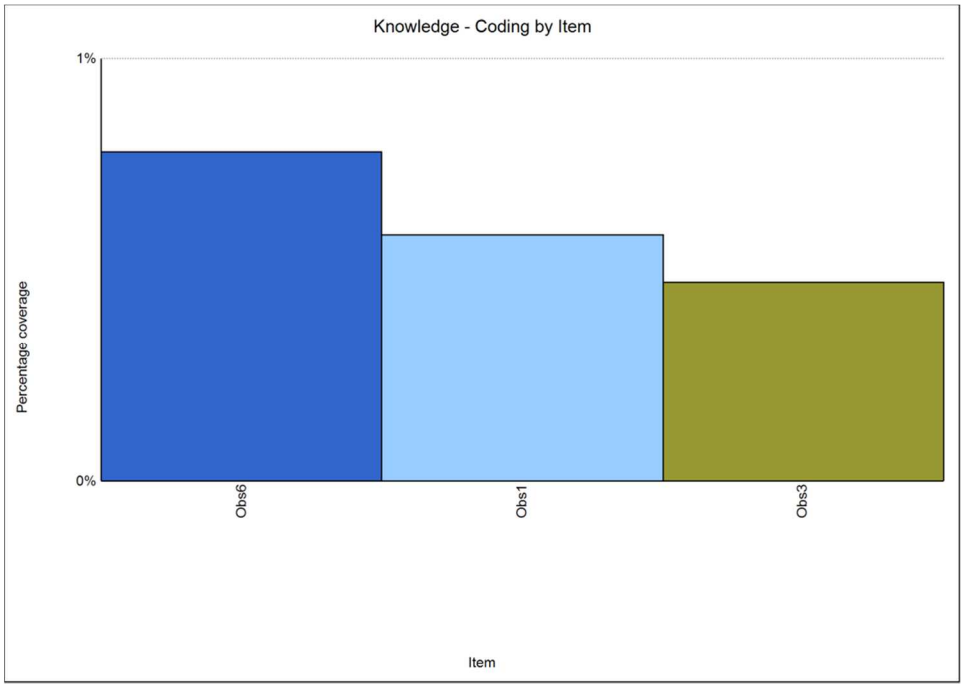


Figure 4. 8 Bar Chart of Respondents on the Knowledge

Skills

Skills development of individuals and commitment are often identified, especially in result oriented public agencies, as an integral part of the human resources development process (Obs2) Employees who enhance their skills through training are more likely to engage fully in their work, because they derive satisfaction from mastering new tasks.

With unprecedented changes to our society, economy, and businesses, the way employees experience work has become more important than ever before.

This shift is becoming so prevalent that we're even seeing the emergence of entire roles and departments dedicated to employee experience. We believe the employee experience, and its relationship with engagement and performance, is critical to understand and

prioritize now more than ever. Because when organizations get employee experience right, they can achieve twice the customer satisfaction and innovation, and generate absolute commitment.

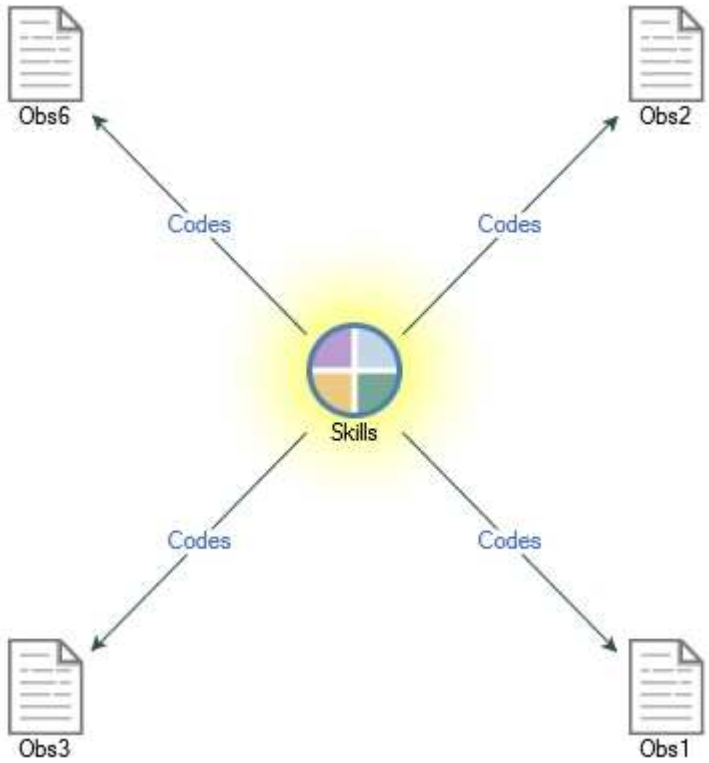


Figure 4. 9 Analysis of Respondents on sub theme Skills

This implied that job enhancement is not having the right impact on employee commitment in Kwara State Public Service. This findings is similar to the study conducted by Olota, Aun and Oyedokun (2017) examine human resource practicesand identify how to apply these practicesto production. The research adopted a survey research design and simple random sampling technique was used to select 100 staff of the production department and human resource department in LUBCON Nigeria Ltd. The research findings indicated that proper job designs, effective labour planning and labour standard by the strategic human resource manager will improve the various production process, production function and increase employee productivity. Job design, labour planning and labour standard as a dimension of human resource strategy if properly annexed will lead to job enlargement, job enrichment of employees, optimal utilization of their ability among others. (Olota, Aun & Oyedokun, 2017).

Theme3: Promotion and Employees' Productivity

Organizations have a critical role to play in career development. The organization that pays attention to career development planning stands a high chance to reap high productivity from a properly trained. Skilled, and talented workforce, therefore, the HR manager who is aware of this possibly will steer his organization to places and enhance competitive advantage (Obs4).

Also, Obs2 added that:

Organization-centred career planning focuses on a well- planned career development program which entails talent management, performance appraisal, development activities, opportunities for transfer and promotion, and planning and succession.

A career path represents employee movements through opportunities over a period of time. Although career paths are thought of as leading upward, good opportunities are also available in horizontal directions. This is normally created and shared with individual employees. Working with employees to develop career paths has aided organizations to retain key employees.

From the above submissions two sub themes were identified, namely matching individual and organizational goals and employee development. This is represented in the figure below.

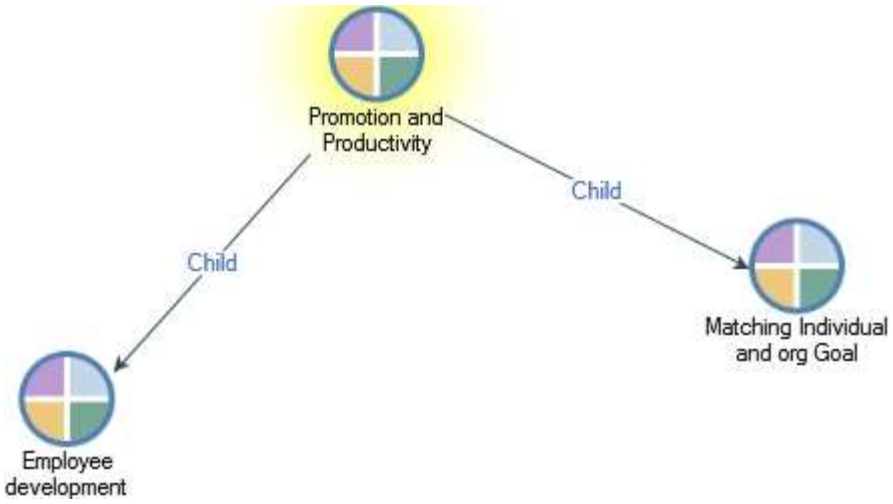


Figure 4. 10 Thematic Analysis of promotion and productivity

This implied that promotion is pivotal and essential tools to productivity among employee in an organization this is in tandem with Weng and Hu (2009) recently proposed that employee career growth could be captured by four factors: career goal progress, professional ability development, promotion speed, and remuneration growth. This multi-dimensional conceptualization implies that career growth is both a function of the employees' own efforts in making progress toward their personal career goals and acquiring new skills and the organization's efforts in rewarding such efforts, through promotions and salary increases. This multi-dimensional view of career growth can also be construed as fulfillment of promises on the part of the employer implied by the psychological contract, which in turn has been found to be positively related to employees' organizational commitment (Coyle-Shapiro & Morrow, 2006).

Theme4: Recognition and Employee Involvement

There is a perceive link between recognition and involvement. Simply by recognizing and acknowledging employees for their efforts, agencies can generate strong emotional commitment to their organization. (Obs2)

Recognition makes staff feel valued and as a result, contribute to great experience(Obs6) According to observation (Obs5) recognition not only boosts individual employee engagement, but it also has been found to increase productivity and loyalty to the company

In the circumstances where output cannot be measured, performance-based compensations have increased limiting factors. Essentially, performance-based pay system is aimed at increasing the employees' output rather than influencing their behaviors (Obs3)

The higher the level of engagement, the more likely an employee will go the extra mile to perform well and be an advocate for the company (Obs6).

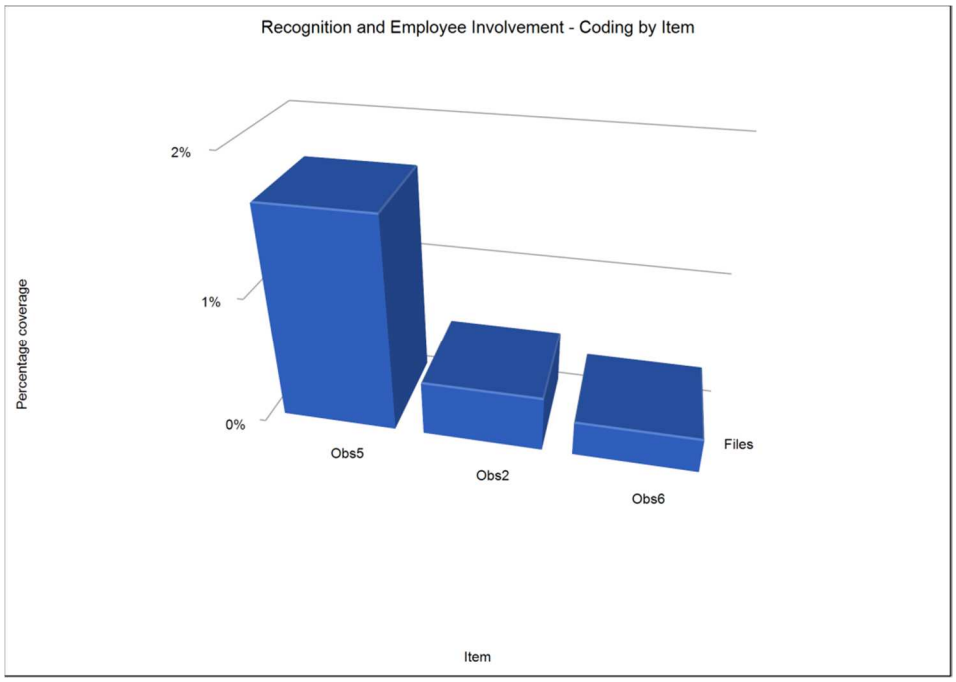


Figure 4. 11 Bar Chart of Respondents on the employee involvement

This explains that an increase in employees' commitment and involvement in line with organization goals and pattern as a change process, there is also an increase recognition of employee (by providing point value incentives, gifts, and awards toward building of feelings of confidence and satisfaction among employee) identified through their creative abilities. Recognizing individuals, teams, or departments on a company-wide level for achieving specific business targets, exemplifying specific organizational values, or performing actions that go above and beyond normal work expectations this finding is in accordance to Punke (2013), this approach is extremely organized recognition involving recognizing employees who have done so many years of service at the organization. Informal recognition focuses primarily on performance achievements, goal accomplishments, and other

milestones by individuals or teams that may occur monthly or quarterly. It may include low-cost awards, refreshments, point-value incentives, gift cards, and certificates (World at Work Report, 2011).

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Preamble

This chapter provides the general overview of this study. It goes further to advance some conclusion based on the findings of the analysis of data given earlier on. Some recommendations were made on areas we felt attention is highly needed.

5.1 Summary

The purpose of the study is to examine the effect of human resource practices on performance of employees in Kwara State Public Services. In Nigeria, it has become imperative to perform human resource functions in public service resulting from inadequate administrative support, un-standardized policy implementation, poor optimization of human resources management, unqualified workforce and improper organization design. Human resource practices play important roles in the operations of a public sector organization. However, this system aimed to facilitate employee performance at its best to meet the firm's ultimate goals. This study adopts an across sectional analysis using triangulation approach by adopting deductive and inductive techniques in answering research questions. Data was also collected using primary method from selected staff. A self-administered questionnaire using a five point likert scale was designed and used in the collection of primary data from the respondents. Sample size of 336 respondents was selected at 95% confidence level from 1,830 staff using Krejcie and Morgan (1970) table adopting a convinience sampling technique. A descriptive statistic was carried out to organize and summarize data in table and graph showing data distributions and inferential statistics was also carried out to justify the stated hypothesis. Regression analysis was carried out to determine the impact of several independent variables to its outcome variable toward job satisfaction among selected staff under study and Parsons correlation was conducted to determine relationship between recognition and employee involvement in Kwara State Public Service with a strong positive relationship, explains that with an increase in employees' commitment in accordance to organization goals and pattern as a change process, increase employee recognition identified through their creative abilities.

5.2 Conclusion

Human resource management strategy is integral parts of business strategy which focus on improve strategy to achieving organizational objectives, maintain its productivity through increase employee commitment, accommodate employees needs and placing reward on their effort. Reward systems have different parts and structures depending on the need of the organization exploiting the reward system for organization profitability and growth. There is a great need for organization to consider the most common part of every reward system which are paramount and of great concern to their employee performances. From the investigation in this study, it was observing that when an employee is compensated or appreciated either monetarily or non-monitory increases their commitment to duty and influence individual satisfaction. However, on the other hand in this study, it was observing that job enhancement does not directly relate to employees' commitment to responsibilities rather requires individual support to procedural and acceptance to change process initiated by the organization. Promotion of employee also known as career growth is an intriguing part of organization where employee who has work effectively and efficiently in the area of self-motivation and desire by displaying exceptional performance with an advanced level of need satisfaction prepare themselves for future challenge and closing the gap between current and expected future performance this also contribute immensely to advancement and growth within an organization.

5.3 Recommendations

Based on the findings study, the following recommendations were made:

1. The study recommends that organization (State Public Service) needs to fully maintain and sustain the human resource management system, as it is proven to have several benefits for the organizational growth. Even though the implementation of the HRM system is fairly costly, its benefits certainly outweigh the cost of operations.
2. The study also recommends that the organization should take proactive steps in training its employees. This training program should include activities that can enhance and improve the staff understanding of the change process as managing elements and how to apply at real work settings

3. It is also recommended that organization should recognize employees' commitment toward organization goals; growth and change pattern which need to be need not be incremental and carefully implemented.
4. State public service organization in Nigeria must endeavor to review the recent technologies used in enhancing delivery and implement better schemes that would lead to higher job satisfaction among employees.

5. State public organizations should enhance its employee performance and capability by compensating and appreciating them either monitory (increment in salary) or non –monitory (point value incentives, gifts, and awards) and also to improve an effective employee recognition culture to achieved a recognition programs designed and implemented to fully support the organization's strategic goals and corporate values.

5.4 Suggestions for Further Studies

Future studies could replicate this study to examine the impact of Human resource management practices on the quality and performance of employee. Also, this study will provide a platform for policy makers in the administrative sector to re-design policies and programs that will help in promoting the implementation and compliance toward human resource management strategy. Further studies could extend this study to other organization since the study was looking at improving staff satisfaction and renewed efforts towards ensuring efficient service delivery. The findings in this study will also serve as a resource material to researchers who wish to embark on related researches.

5. 5 Contribution to Knowledge

The study bridges the gap in existing literature as most of the research work on human resource employed a single analytical method (quantitative or qualitative), while this study employed a mixed method by utilizing both the quantitative and qualitative method. The study also focused on Kwara State Nigeria due to her exploit in advancing human resources through the implementations of new public services management practices.

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APPENDIX I: LETTER OF INTRODUCTION

LETTER OF INTRODUCTION

Mrs, Shola Buoye a postgraduate student in the Department of Business and Entrepreneurship, Kwara State University, Malete and is carrying out a **M Sc. research thesis** titled: **HUMAN RESOURCE MANAGEMENT PRACTICES AND EMPLOYEE PERFORMANCE IN KWARA PUBLIC SERVICE.** The study will cover selected Agencies in Kwara State. The research will involve completion of self-administered questionnaire and structured interviews of selected management staff of the agencies. Please be assured of our ethical standards and strict confidentiality of responses.

We will appreciate your cooperation to ensure the success of this research work by informing all concerned. Thank you for our anticipated cooperation.

Dr. Abu Zekeri
Ag. Head of Department

APPENDIX II - QUESTIONNAIRE

Department of Business and Entrepreneurship,
School of Business and Governance
Kwara State University,
Malete, Nigeria

Dear Respondent

QUESTIONNAIRE

This questionnaire is meant to elicit information from you on the topic;

HUMAN RESOURCES MANAGEMENT PRACTICESAND EMPLOYEE PERFORMANCE IN KWARA PUBLIC SERVICE.

The exercise is purely for academic consumption and please be assured that your response would be treated with strict confidentiality. Please be free to give your responses as appropriate as you deem fit.

Thanks in anticipation of your cooperation.

Yours Faithfully

Dr. Abu Zekeri
Head of Department

Instruction:-

Please tick the chosen option among the given alternatives (A-E)

SECTION A

1. Gender? (a) Male (b) Female
2. Age? (a)20-25yrs (b) 26-30yrs (c)31-35yrs (d)36-40yrs (e) Above 40yrs
3. Length of service in Kwara State Public Service? (a) 1-5yrs (b) 6-10yrs (c)11-15yrs (d)16-20yrs (e)above 25yrs

SECTION B

Composite variables that denotes human resource Practices& Employee Performance

Please Tick the response code that correctly approximates your view. Kindly respond based on your own viewpoint.

Every option you mark is correct and will meet the need of this research.

Guide:

5= Strongly Disagree (SD), 4= Disagree (D), 3= Neutral (N),

2= Agree (A), 1= Strongly Agree (SA)

	JOB SATISFACTION	**5**	4	3	2	1
JS1	Employee should be involve/engage in change management.					
JS2	Sending employee on change programs and expecting change to occur, is a way of managing change.					
JS3	Freedom of choice on change provokes more resistance than the change itself.					
JS4	Previous employee's strike actions do not led to retrenchment and sacked.					
JS5	Reduction in employees' number is a strategy of labor cost reduction for competitiveness.					
J56	For effectiveness, change process need not be incremental and carefully implemented.					
JS7	Resistance to change effort (apathy) by employees has no impact on the nature of change.					
EC1	**EMPLOYEE COMMITMENT**					
EC2	Major budget cuts create a crisis situation due to lack of trust on the management.					
EC3	The employee receive good understanding of the change process as managing elements.					

EC4	Employee does have the required skills to work efficiently and effectively.					
EC5	Preparing employees to accept change bring self fulfillment.					
EC6	Employees' support procedural and right changes believe to be in consistent with justice.					
	PRODUCTIVITY					
PR1	Existence of good practicesdoes help to accompanied productivity.					
PR2	Changes in employees earning income will propel efficiency.					
PR3	Employee has the motivation, ability and desire to do their jobs.					
PR4	Employees performed entrusted functions strictly in accordance with the required standards.					
PR5	Conceived organizational focus and vision changes promotes positive relationship with the employees.					
PR6	Employee does have the required skills to work efficiently and effectively.					
	EMPLOYEES' INVOLVEMENTS					
EI1	Group norms may act as constraints even if individuals want to change their behavior.					
EI2	Changes in organizational patterns may threaten the expertise of specialized group.					
EI3	There exists a relationship between leadership style and employee participation in decision making.					
EI4	Employees invariably do resist change even when not involve in the process of planning.					
	PERFORMANCE RELATED PAY					
PRP1	Organization considers bonus as a major part of its reward system.					
PRP2	Employee benefits has been satisfactory as a result of corporate appreciation.					
PRP3	Employee benefits are considered reasonable when given to workers.					
PRP4	Benefits include monetary and non-monetary rewards in the organization.					
PRP5	Employee benefits are competitive in line with industry standards.					
PRP6	Employees are encouraged to work more because of benefit rewards.					
PRP7	It is part of management policies for employee benefits to be given.					
	PROMOTION					

PRM1	Employees are prepared for higher responsibilities in future.					
PRM2	Employees grow with the organization so that they can be fitted for available higher positions within their capacity.					
PRM3	Promotion is often used to close the gap between current performances and expected future performance.					
PRM4	employees involved as it presents them with the opportunity for long term success, higher pay, job security and job satisfaction					
PRM5	Promotion increases the capacity of employees to contribute to your organisation's mission.					
	RECOGNITION					
RC1	Employees enjoy psychological praising for their good work.					
RC2	The organization gives recognition to employees with creative abilities.					
RC3	Organization acknowledge employees in terms of their identification and working capacity.					
RC4	The organization should adopt point value incentives, gifts, and awards.					
RC5	Recognition should be viewed as motivational instruments at work place.					
RC6	Recognition helps employees build feelings of confidence and satisfaction					
	JOB ENHANCEMENT					
JE1	The organization should design technique wherein there is an increase in the number of tasks associated with a certain job.					
JE2	Job enhancement should be designed to reduce monotony that may creep up over a period of time.					
JE3	job should be made to improve in the quality of job such that employees are more satisfied and fulfilled					
JE4	Job design should be made to increase in the number of tasks associated with a certain job.					
JE5	Job should be made to increase the scope of one's duties and responsibilities.					

Thank You

APPENDIX III RELIABILITY TEST

		N	%
Cases	Valid	30	6.2
	Excluded[a]	455	93.8
	Total	485	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.858	.876	8

Item Statistics

	Mean	Std. Deviation	N
Performance Related Pay	1.5000	.93772	30
Job Enhancement	1.7000	1.05536	30
Promotion	1.9000	1.18467	30
Recognition	1.3667	.80872	30
Job Satisfaction	2.2333	1.13512	30
Employee Commitment	1.5000	.93772	30
Employee Productivity	2.3667	1.56433	30
Employee Involvement	1.5333	1.25212	30

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Performance Related Pay	12.6000	30.938	.886	.814
Job Enhancement	12.4000	33.283	.547	.847
Promotion	12.2000	32.166	.557	.846
Recognition	12.7333	33.857	.696	.837
Job Satisfaction	11.8667	34.395	.404	.863
Employee Commitment	12.6000	30.938	.886	.814
Employee Productivity	11.7333	27.995	.641	.842
Employee Involvement	12.5667	33.013	.450	.860

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
14.1000	41.059	6.40770	8

ANOVA with Cochran's Test

		Sum of Squares	df	Mean Square	Cochran's Q	Sig
Between People		148.838	29	5.132		
	Between Items	28.696	7	4.099	34.118	.000
Within People	Residual	147.929	203	.729		
	Total	176.625	210	.841		
Total		325.463	239	1.362		

Grand Mean = 1.7625

Descriptive Statistics

	Mean	Std. Deviation	N
Employee Commitment	3.9226	1.02213	336
Job Engagement	3.7649	1.13614	336
Job Enrichment	3.7857	1.20518	336

Correlations

		Employee Commitment	Job Engagement	Job Enrichment
Pearson Correlation	Employee Commitment	1.000	.396	.413
	Job Engagement	.396	1.000	.244
	Job Enrichment	.413	.244	1.000
Sig. (1-tailed)	Employee Commitment	.	.000	.000
	Job Engagement	.000	.	.000
	Job Enrichment	.000	.000	.
N	Employee Commitment	336	336	336
	Job Engagement	336	336	336
	Job Enrichment	336	336	336

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Job Enrichment, Job Engagement[b]	.	Enter

a. Dependent Variable: Employee Commitment

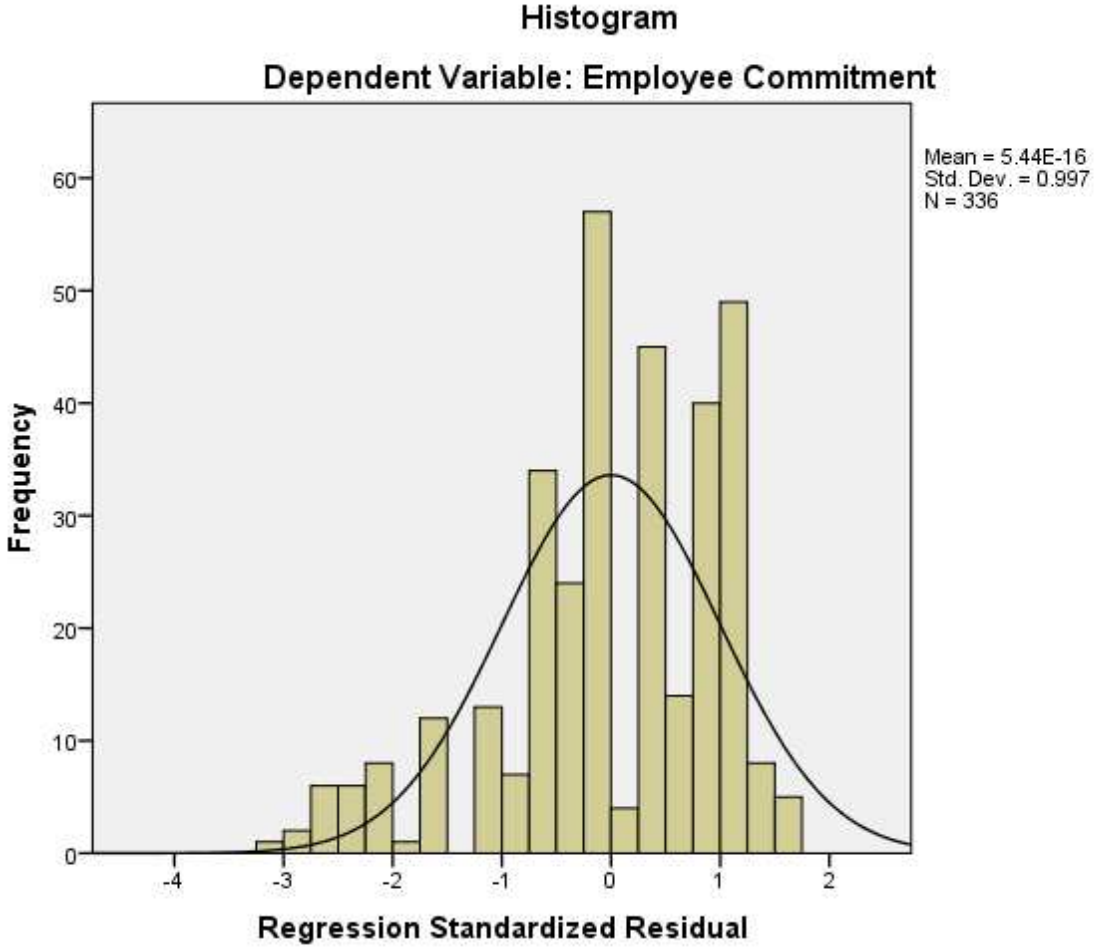
b. All requested variables entered.

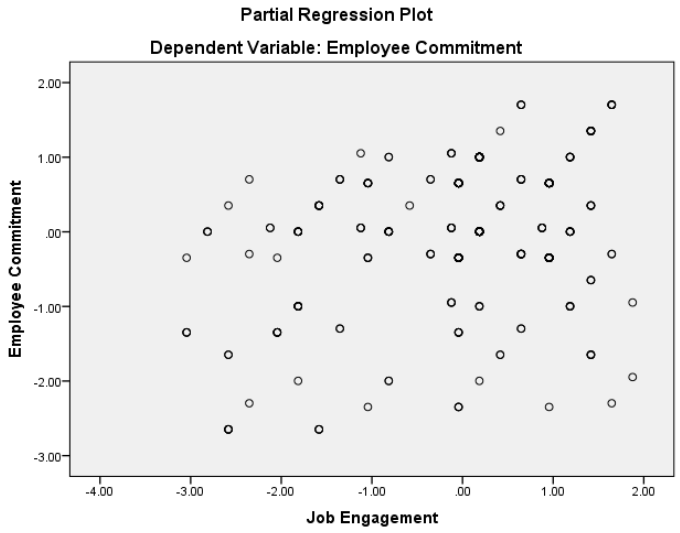
Residuals Statistics[a]

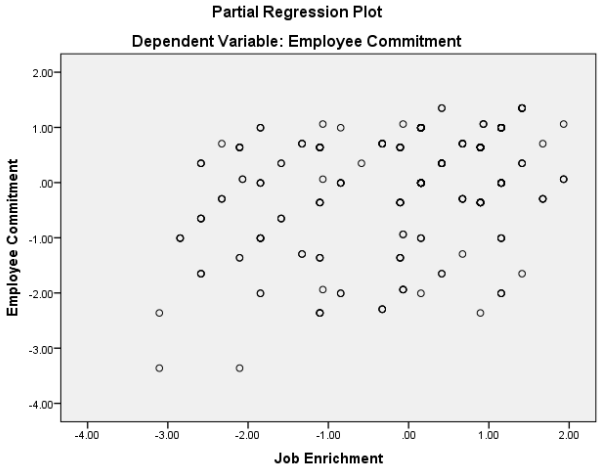
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.3483	4.6173	3.9226	.52408	336
Residual	-2.76131	1.52061	.00000	.87754	336
Std. Predicted Value	-3.004	1.326	.000	1.000	336
Std. Residual	-3.137	1.728	.000	.997	336

a. Dependent Variable: Employee Commitment

Charts


Histogram
Dependent Variable: Employee Commitment
Mean = 5.44E-16
Std. Dev. = 0.997
N = 336
Frequency
60
50
40
30
20
10
0
-4
-3
-2
-1
0
1
2
Regression Standardized Residual





Descriptive Statistics

	Mean	Std. Deviation	N
Job Satisfaction	3.7232	1.19858	336
Individual Performance	3.8571	1.07501	336
Group Performance	3.8690	.99587	336

Correlations

		Job Satisfaction	Individual Performance	Group Performance
Pearson Correlation	Job Satisfaction	1.000	.134	.210
	Individual Performance	.134	1.000	.105
	Group Performance	.210	.105	1.000
Sig. (1-tailed)	Job Satisfaction	.	.007	.000
	Individual Performance	.007	.	.027
	Group Performance	.000	.027	.
N	Job Satisfaction	336	336	336
	Individual Performance	336	336	336
	Group Performance	336	336	336

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Group Performance, Individual Performance[b]	.	Enter

a. Dependent Variable: Job Satisfaction

b. All requested variables entered.

Collinearity Diagnostics[a]

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions		
				(Constant)	Individual Performance	Group Performance
1	1	2.915	1.000	.00	.01	.01
	2	.060	6.960	.00	.65	.46
	3	.025	10.773	.99	.35	.54

a. Dependent Variable: Job Satisfaction

Collinearity Diagnostics[a]

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions		
				(Constant)	Job Engagement	Job Enrichment
1	1	2.896	1.000	.01	.01	.01
	2	.066	6.605	.00	.53	.71
	3	.037	8.805	.99	.47	.28

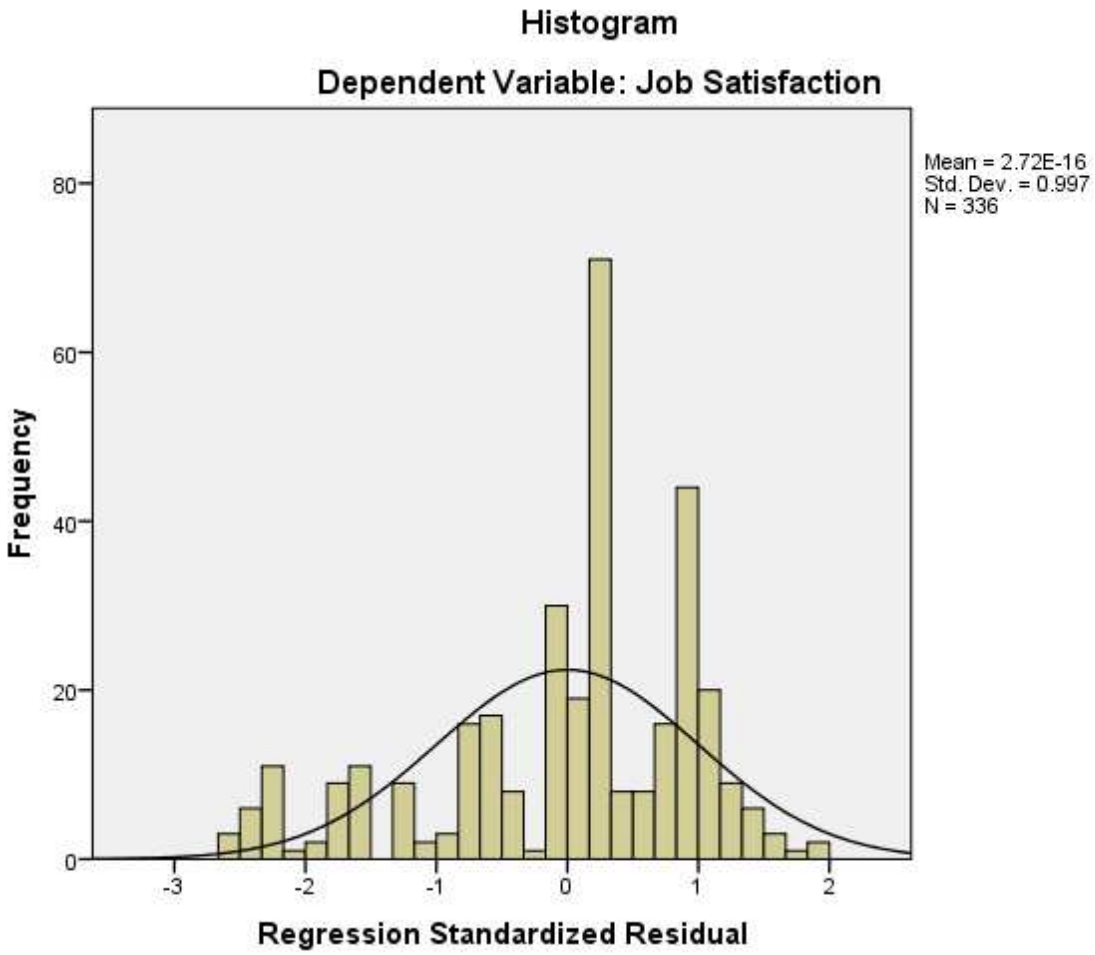
a. Dependent Variable: Employee Commitment

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.8066	4.1363	3.7232	.28503	336
Residual	-3.01037	2.19343	.00000	1.16420	336
Std. Predicted Value	-3.216	1.449	.000	1.000	336
Std. Residual	-2.578	1.878	.000	.997	336

a. Dependent Variable: Job Satisfaction

Charts


Histogram
Dependent Variable: Job Satisfaction
Mean = 2.72E-16
Std. Dev. = 0.997
N = 336
Frequency
80
60
40
20
0
-3
-2
-1
0
1
2
Regression Standardized Residual

Descriptive Statistics

	Mean	Std. Deviation	N
Employee Productivity	3.8065	1.20747	336
Vertical Promotion	3.7232	1.16062	336
Horizontal Promotion	3.8452	1.03369	336

Correlations

		Employee Productivity	Vertical Promotion	Horizontal Promotion
Pearson Correlation	Employee Productivity	1.000	.334	.232
	Vertical Promotion	.334	1.000	.143
	Horizontal Promotion	.232	.143	1.000
Sig. (1-tailed)	Employee Productivity	.	.000	.000
	Vertical Promotion	.000	.	.004
	Horizontal Promotion	.000	.004	.
N	Employee Productivity	336	336	336
	Vertical Promotion	336	336	336
	Horizontal Promotion	336	336	336

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Horizontal Promotion, Vertical Promotion[b]	.	Enter

a. Dependent Variable: Employee Productivity

b. All requested variables entered.

Collinearity Diagnostics[a]

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions		
				(Constant)	Vertical Promotion	Horizontal Promotion
1	1	2.903	1.000	.01	.01	.01
	2	.068	6.541	.01	.75	.38
	3	.030	9.916	.98	.24	.61

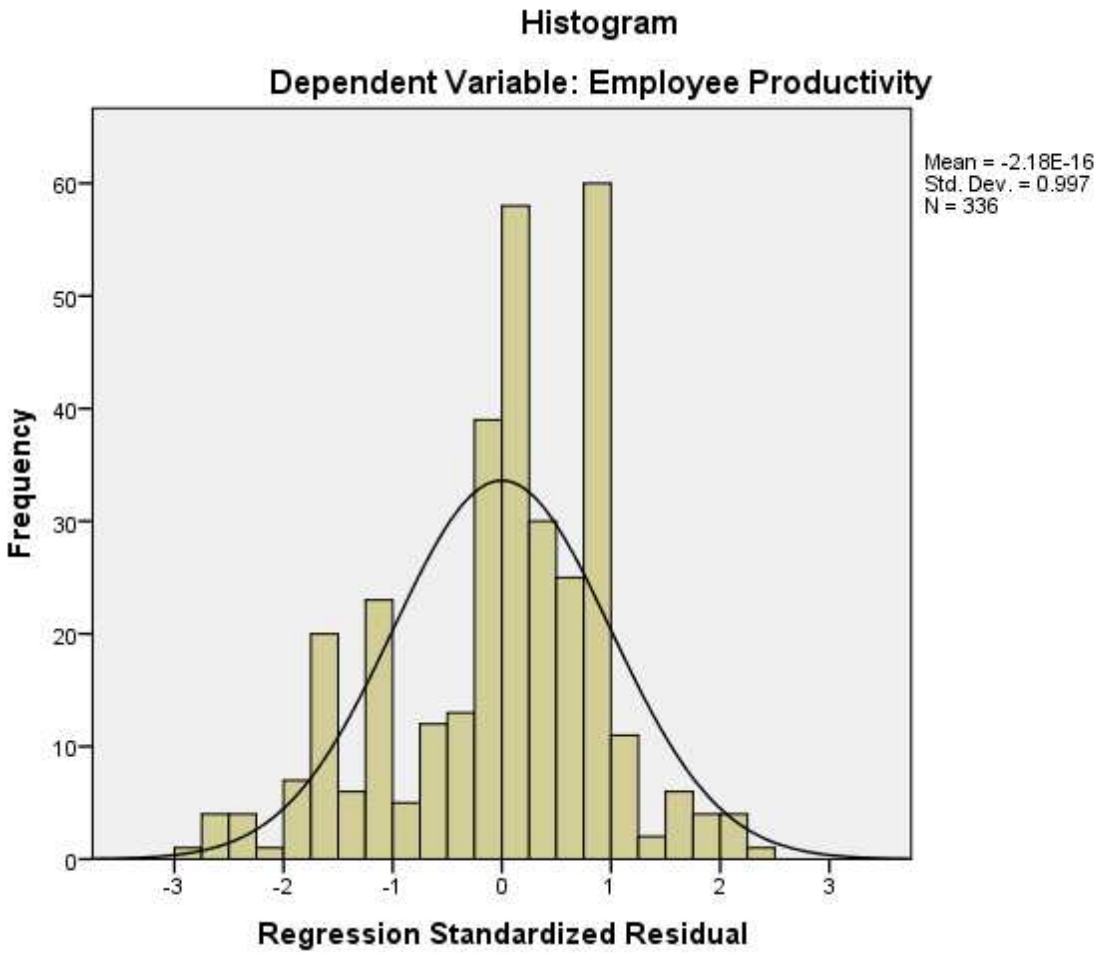
a. Dependent Variable: Employee Productivity

Residuals Statistics[a]

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.3112	4.4683	3.8065	.46197	336
Residual	-3.14838	2.68875	.00000	1.11560	336
Std. Predicted Value	-3.237	1.432	.000	1.000	336
Std. Residual	-2.814	2.403	.000	.997	336

a. Dependent Variable: Employee Productivity

Charts



APPENDIX IV: SAMPLE SIZE TABLE

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