

Strategic Management of Human Capital Development on Employees Performance in Nigeria Cements Sector

Ehis Omoluabi¹, Olufemi Akintunde²

Abstract: The synopsis of strategic management of human capital development on employees performance in Nigeria cement sector, emphasize the relative roles of strategic management of human capital development in the Nigerian cement sector. The paper discuss number of factors that contributes to the success of Nigerian cement sector; these factors are skills, experiences, qualification of individual employees, ideas etc. The paper further examine that strategic management has helped the development of employees performance in the Nigerian cement sector. The researcher divided the cement sector into zones e.g. Lagos, Ibadan, and Ekiti. This resulted to total population of 750 employees in the cement industry as at the time the research was conducted. The Taro Yamae statistical formula was used to determine the sample size of 511. The researcher made use of primary and secondary source of data collection for the findings. The paper find out that constant training and development of employees has helped the cement sector to do well in their business operation which will help improved quality and innovation with the goal of gaining complete advantage through human resource. That the contribution of HCD can lead to organizational performance and effectively linked to changes in different business environment including micro and macro context.

Keywords: strategic management; human capital development; employee performance; cement sector

JEL Classification: M10

1. Introduction

Background to the Study

Cements are vital commodity in a country like Nigeria that is confronted by severe deficits in infrastructure. It is the most common and widely used building material in the world. It is a basic input in the construction of roads, bridges, drainages houses, etc. The history of Cement production in Nigeria dates back to 1957 when

¹ Lecturer, Landmark University, Department of Business Administration, College of Business and Social Sciences, Address: Km 4 Ipetu, Omu Aran Road, PMB 1001, Omu Aran, Kwara State, e-mail: ehishighmano@yahoo.com.

² Lecturer, University of Lagos, Akoka, Nigeria, Department of Business Administration, Faculty of Business Administration, Address: University Rd, Lagos, Nigeria, Tel.: +23414638100, Corresponding author: oluakintunde@unilag.edu.ng.

the three Cement plants were commissioned by the then Regional government of Northern, Eastern and Mid-western Nigeria. Till date, the industry has remained an import-substitution sector, while the price of Cement has continuously gone up despite successive government efforts including the presidential intervention in May 2011 to stop the trend. Although, one of the reasons for the price increase is obviously due to the laws of demand and supply which asserts that price increase occurs when demand is greater than supply .(Lead City Equity Research, 2013).

There are number of factors that contribute to the success of any giving firm. These factors include: Skills, Experiences, Qualifications, Ideas, Capital, etc. (Ulrich & Brockbank, 2005). All these factors are important but the most significant factor is the human capital. Since it is the people that will put the other resources to work; it should be given prompt attention by the management in order to achieve its organizational goals and objective. Therefore, human capital planning is aimed at ensuring that the right person is available for the right job and at the right time. This involves formulating forward looking plans to ensure that the necessary human effort makes possible for the survival and growth of the industry.

Also, manpower development is a process of intellectual and emotional exercise in which firms embark upon to improve its managerial capacity. Human capital consists of the knowledge, skills, and abilities of the people employed in an organization. (Bontis, 1999) defines human capital as the human factor in the organization, the combined intelligence, skill and expertise that give the organization its distinctive character. The human elements of the firm are those that are capable of learning, changing, innovating, and providing the creative thrust which if properly motivated can ensure that long term survival of the firm (Michael, 2008). It is strategically for firm to think of developing her human capital because the more firm invest on her human capital, the more the employee produce optimally.

Statement of the Problem

Business in Nigeria have been bedeviled with an era of economic retrogression, political insecurity, social injustice, mismanagement and embezzlement of the highest degree, maladministration, lack of inflow of prospective foreign investors and almost absence of local investors, insecurity of life and properties, moral decadence, population explosion, individual stagnation, and corruption which have assumed enormous proportion (Whitely, 2000). In view of this obvious state of affairs the results have been weak industrial and economic base leading to weak productive base, low foreign reserves, increasing inflation, unstable exchange rates, and common social unrest which invariably have brought about an avalanche of business failure in the Nigeria manufacturing sectors both in Public and Private Sectors of the economy.

Further studies show that there is a growing dearth of trained and experienced personnel at the top level of most firms with the growing and ever intense competition in every aspect of firms in Nigeria which have made many people to resort to subverting and side tracking the laid down rules and procedures. Similarly, as the problems of the economy persists in every industry with a lot more venturing into any visible means of survival as more business went into liquidation. This appears to be as a result of the neglect on human capital development. It is observed that many firms in Nigeria have neglected the continuous training and development of their employee because of several factors such dwindling resources, economic meltdown and declining business climate. Therefore, the question that this study seeks answers to is: what will be the effects of the neglect of human capital development on employees' productivity in the Nigerian cement manufacturing industry given the level of the scenario?

2. Objectives of the Study

The thrust of the study is to determine whether the strategic management of human capital development (HCD) has a positive effect on employee performance of the cement manufacturing industry in south-western Nigeria. The specific objectives of the study are:

- to determine whether strategic management of the human capital development has effect on employee performance;
- to examine whether strategic planning has a positive effect on employee productivity of the cement industry;
- to evaluate if strategic organization of human capital development has effect on employee profitability of the cement manufacturing industry.

3. Research Questions

This research work is going to attempt to provide answers to the following questions:

- does strategic management of human capital development have effect on employee's performance?;
- does strategic planning of human capital have effect on the employee productivity in the cement manufacturing industry?;
- does strategic organization of human capital development have effect on employee profitability?.

4. Test of Hypothesis

Three alternative hypotheses are to be tested as follow:

- strategic management of human capital development has no effect on employee performance;
- strategic planning of human capital has no increase employee productivity;
- strategic organization of human capital development has no effect on employee profitability.

5. Scope

The focus of the study is to determine whether the strategic management of human capital development has a positive effect on employee performance of the cement manufacturing industry in south-western Nigeria. The independent variables are the strategic management of human capital development (HCD), strategic planning of human capital development (HCD), strategic organizing of structural capital aspect of human capital development, strategic staffing of the brain power aspect of human capital development, strategic leading of the intangible asset aspect of human capital development, and strategic controlling of the human resource aspect of human capital development.

The dependable variables are employee performance, employee productivity, employee profitability, liquidity, efficiency and effectiveness. The selected cement companies to be studied are as follows:

Lagos State of Nigeria

Lafarge Cement wapco Nigeria PLC

Location: Alausa, Ikeja Lagos, Nigeria

Obajana Cement PLC

Location: Falomo, Ikoyi, Etiosa, Lagos, Nigeria.

Dangote Group

Location: Falomo, Ikoyi, Etiosa, Lagos Nigria.

Bua Group

Location: Victoria Island, Etiosa, Lagos, Nigeria

Laserak Global Enterprises

Location: Alapere Ketu, Kosofe, Lagos, Nigeria

All the selected companies have their head quarters, factories and depot located in south-western Nigeria. The time scope of the studies is three years from October 2012 to October 2015.

6. Population of the Study

The target population for this study was restricted to the cement manufacturing companies. The stratified sampling procedure was adopted to classify the companies into two major strata namely old cement manufacturing (those in existence before 1990) and new cement manufacturing companies (those established and incorporated after (1990). Then a systematic sampling will be used to select the desired number of cement manufacturing companies and respondents from each stratum and company respectively. Specifically, the population of this study comprised of the following:

Lafarge Cement Wapco Nigeria PLC;

Alausa, Ikeja Lagos, Nigeria =191

Obajana Cement PLC;

Falomo, Ikoyi, Etiosa, Lagos, Nigeria. =232

Dangote Group;

Falomo, Ikoyi, Etiosa, Lagos Nigeria. =82

Laserak Global Enterprises;

Alapere Ketu, Kosofe, Lagos, Nigeria = 87

Cement Factory.

29, Ajibosun Street, Ado-Ekiti, Nigeria =158

Source: Cement Industry

7. The Sample and Sampling Technique

This study adopts the stratified and systematic random sampling method. Using this method, the researcher intends to first stratified the cement manufacturing companies into old and new generation on the basis of whether they are in existence before 1990 or not; then the researcher will apply an appropriate systematic sampling method to determine the sample size from each stratum and the number of respondents from each selected cement manufacturing company. In addition, stratification of the respondents from each company was strictly based on their ranks and managerial levels. In calculating the sample size for this study, the researcher applied the statistical formula for selecting sample from a finite population as propounded by Taro Yamane (1964).

The mathematical method for a two tailed test is stated as follows:

Where: $n = \frac{N}{1 + Ne^2}$

n = sample

N = the entire population

1 = theoretical constant

e = proportion of sampling error in a given situation, in this case (0.05/2) i.e 0.025 for a two tailed test.

Assigning values to these symbols, the sample size is calculated thus:

$$n = \frac{750}{1 + 750(0.025^2)} = \frac{750}{1 + 750(0.000625)} = \frac{750}{1 + 0.46875}$$

$$= \frac{750}{1.46875} \quad n = 511$$

By the use of stratified sampling, the distribution of the sample size to the cement manufacturing companies studied is as follows:

Lafarge Cement Wapco Nigeria PLC $\frac{191}{750} \times 511 = 130$

Obajana Cement PLC $\frac{232}{750} \times 511 = 158$

Dangote Group $\frac{82}{750} \times 511 = 55$

Laserak Global Enterprises $\frac{87}{750} \times 511 = 60$

Cement Factory $\frac{158}{750} \times 511 = 107$

TOTAL = 511

8. Significance of the Study

This research work is significant because it will produce information on effect of strategic management of human capital development on employee performance of the cement manufacturing industries in south-western Nigeria that would be useful to:

- the shareholders of the cement companies who will want to know whether strategic management of human capital development will make the companies do better and maximize their wealth;

- the members of the boards of directors of the cement companies who will formulate policies on strategic management of human capital development on employee's performance;
- the managers, supervisors, and junior staff of the cement companies to be studied. this is because they will implement the policies formulated by the members of the boards;
- the stakeholders, contractors, consultants, suppliers, capital providers, government agency who will want to get their money paid when it falls due;
- the customers of the cement companies, to who will want good quality cement product;
- researchers and students of strategic management of human capital development, performance, management, production management, and business administration. they will want material on the topic for their work.

9. Limitations of the Study

The limitation of the study from the researcher perspective focuses on the distance of one cement factory plant to another, in order to source for relevant information that will help the researcher great deal on the work. Also, the time spent in visiting several cement factories were limited in other to meet the target.

10. Review of Literature

Strategic management cuts across every section of a firm and in every firm. It is the process of deciding the type of business organization should undertake, forming the strategic vision for the firm, infusing the organization with a sense of purpose, providing long term direction, and establishing a clear mission to be accomplished. According to Thomson (1995), the effort of strategic human capital development on employee performance is a strategy itself. For a firm to think on how to invest on her human capital, it is a strategic way of getting a higher level of performance. So, human capital development is a strategic management option.

Highman (2012) and Barney (1999), propose that sustainable competitive advantage is attained when a firm has a human resource pool that cannot be imitated or substituted by its rivals. Boxall (1999), refer to this situation as one that confers human capital advantage. But he also notes that a distinction should be made between human capital advantage and human process advantage. Schultz (1993), defines human capital as a key element in improving a firm assets and employees in order to increase performance as well as sustain competitive

advantage. To sustain competitiveness in the firm, human capital becomes an instrument used to increase performance.

11. Strategic Human Resource Management

According to Werbel and DeMarie (2005), HCD practices create procedures that constitute the building of employees' knowledge and skills throughout the organization to promote valued and unique organizational competencies which support competitive advantage. Strategic HCD is a new paradigm in managing HR in the modern organization which is hinged on the understanding that the most critical resource that any organization must provide itself of is HR, since it is the HR that is responsible for coordinating the other factors of production to spur corporate performance.

Strategic HCD aims to achieve strategic fit. It produces HR strategies that are integrated vertically with the business strategy and ideally an integral part of that strategy. Vertical integration is necessary to provide congruence between business and HR strategy so that the latter supports the accomplishment of the business strategy and help to define it. HCD is also about horizontal integration which aims to ensure that the different elements of the HR strategy fit together and are mutually supportive (Armstrong, 2008). It enables strategic decisions to be made that have a major and long-term impact on the behavior and success of the organization by ensuring that the organization has the skilled committed and well motivated employees it need to achieve competitive advantage. Cooke et al (2005) asserted that HCD is an efficient function that copes with environmental changes. It directly and indirectly benefits companies because it changes passivity into initiative, transmits organizational goals clearly and encourages the involvement of line managers.

However, Marchington (2008) argue that HCD positively influences firm performance because it generate structural cohesion, an employee-generated synergy that peoples a company forward, enabling the firm to respond to its environment while still moving forward. Cooke et al (2005) investigated the HRM practices of firms in declining industries. They found that most high performance firms adopted HCD measures. Conversely, low performance firms tended to employ conventional methods. Various researchers found positive relation between HRM practice and firm financial performance. They found that the strategic orientation of HR in high productivity firms differed obviously from that in low productivity firms (Appelbaum et al., 2000; Guest et al 2000; West et al., 2002; Purcell et al. 2007).

Developments in HCD thinking are thus explored through the best-fit, best-practice and configuration approaches which have a profound impact in the understanding

of the contribution SHRM can enhance organizational performance, through increased competitive advantage and added value. Indeed, it becomes clear that whether the focus of HCD is on alignment with the external context or on the internal context of the firm, the meaning of HCD can only be really understood in the context of organizational performance, whether that be in terms of economic value added and increased shareholder value; customer value added and increased market share or people added value through increased employee commitment and reservoirs of employee skills, knowledge and talent. According to Guest (2001), theoretical research shows that HCD practices are not standardized and as such researchers tend to select a set of HCD practices depending on the theoretical perspective as determinants of firm performance (Lepak et al., 2005).

The bundle of HRM practices of this study is adopted from the study by Ahmed and Schoreder (2003) and includes: selective resourcing, training and development, use of teams and decentralization, sharing information and incentives on performance.

The term human capital was originated by Schultz, (1961) who elaborated his concept in (1981) consider all human abilities to be either innate or acquired attributes which are valuable and can be augmented by appropriate investment in human capital. Human capital is the most important element in an organization. It is an aspect of management studies that every organization needs to give priority attention (Thomson, 2004). Firm that fails to invest in its human capital and work environment will face erosion of product and services as well as diminished capacity to compete globally (Chandler, 1999).

Strategic management of human capital development has had a positive effect on organizational performance in many business industries in general and in the cement industry in particular from time immemorial. In 1960 and until date three different trend, cement manufacturing in Nigeria has been in existence since colonial days and has been as old as the life stone deposit, the construction of houses using mud was found not to have good strength of materials as mud building could easily collapse. Houses built with cement lasted longer and were stronger, cement use to make the houses look more dependable and aesthetic (Jha, 2000).

The strategic management model has four important parts namely: environmental scanning, strategic formulation, strategic implementation, evaluation and control. The model is a representation of abstraction of reality but not reality itself. This is because not all the factors in the real system have been in the model but only the significant once. If this is not done the model, it will be very cumbersome to predict, analyze and implement. A system is integrated as parts or elements that have an interface with the environment which can be open, partially open, or partially close or closed.

In the open system, the inputs and output are all in the environment in the close system. These three elements of the system are separate from the environment. Partially open and partially close systems are somewhere in between (Taha, 2008). Environmental Scanning comprises of monitoring, evaluating, and disseminating information from the external and internal environment to the key people in the cement manufacturing company. The environment is a totality of the forces and the variables that affects the managers, supervisors, and workers of the cement manufacturing firms when they are doing their work.

In explaining strategy (Drucker, 2004) provided answers to two questions; what business are we in? And what business are we going to be in the future? (Chandler, 2004) explains strategy as a way or a tool for ensuring organizational growth. There are two types of growth: internal and external growth. Internal growth includes expansion, market development, product development and diversification. External growth includes mergers, oppositions, takeover, consolidation and venture relationship e.g. Nigerian National Petroleum Cooperation (NNPC) and Shell Petroleum Development cooperation of Niger (SPDC) Limited, Agip, Total Fina Elf venture relationship (Central Bank of Nigeria 2005).

Unymadu and Igwe (2012), explain strategy as a course of organizational goals and objective through the use of such elements as product-market scope, goals and objectives, growth vector, competitive advantage of distinctive competence, development of emphasis and synergy. Strategy formulation is the process of designing strategies. Strategy implementation is the process of ensuring that the strategies formulated are functioning in the organization. Evaluation is an analysis to find out if the objective and goals from the strategic management process are being achieved. Controlling is that aspect of strategic management that comes after the planning by setting target, evaluating performance and measuring it, doing variance analysis, aggregating controllable and uncontrollable variables and continuing if the goals and objective are being achieved and correcting action if they are not being achieved (Kont'z, Donnell and Weirich, 2000).

The entire workers that provide their brain power and all the tangible and intangible ownership that make them reason logically as human being to be able to do their work. It is very necessary for the cement manufacturing company to invest in (HCD) in order to ensure organizational performance. A cement company that does not invest on HCD and does not emphasis the training and development of their senior and junior Staff would find it difficult to survive and meet the challenges of globalization, competition, and organizational change. (Bernard, 2004) defined an organization as a group of people that come together to cooperate and satisfy their needs which they could not have done staying alone. In the task model of such authors like Fredrick Taylor, Chester Barnard, and Henri Fayol the emphasis in the performance and how to do the job. The third perspective of organization performance is the extent to which the behaviors of the staff of the

cement companies are patterned to strive to achieve the organizational goals and objectives.

12. Methodology

12.1. Research Design

The research design choosing in the study is a combination of a survey, oral interview, and model modification.

12.2. Sources of Data

Both primary data and secondary data are used. The Primary data are obtained from the field work. The secondary data are from text books, journals, technical magazines from the internet, and the internal publication of the Cement Manufacturing Company.

12.3. Description of the Research Instruments

Three research instruments are to be used namely: a questionnaire, Oral Interview Schedule Synonymous (Yes or No) Oral interview schedule.

12.4. Description of Data Presentation and Analysis Tools

The data presentation tools will be tables. The data analysis tools will be percentages, relative frequencies Z-test and the Z- test of population proportions for testing the three hypotheses.

12.5. Validity of the Instruments

The table of random numbers will be used to select the samples of 511 respondents and the same version of instrument will be administered to the respondent and this gives the instruments content validity.

12.6. The Reliability of the Instruments

The test re-test reliability is to be used, the respondent are to be ask questions related to the objective at the point in time and the scores are correlated.

Spearman's Rank correlation coefficient of 0.95 which is very close to 1 gives the instrument reliability.

12.7. Area for Further Studies

This study has empirically determined the strategic Human Capital Development on Employees Performance in Nigeria Cement Sector. It will be worth while if this study is replicated for Educational sector of the economy for a better generalization of both the real and service sector of the Nigeria economy.

12.8. Contributions to Knowledge

Strategic human capital development on employee's performance was successfully examined via selected cements industry in Nigeria. The study revealed that developing human capital help to boost the morale of the employees in the cement industry which has contributed greatly to the development of the manufacturing sector. The Nigeria business managers particularly in the cement sector will learn that man power development is never a waste but a profit at the long run to the individual employee. Organization will also learn that building oneself is advantageous for maximum input on a job.

13. Conclusion

This paper reviewed and examined the relevant literature and the considerable discussion and deconstruction of HCD various elements of competitive strategies, furthermore linked between the elements HCD competitive strategies. The researchers have examined the way in which HR policies and practices may be used to provide coherent and comprehensive HR bundles. It is also suggested that the best way HRM should be delivered is through a positive impact on organizational performance by reviewing and examining how HR strategies can be aligned with wider organizations depending on business strategy or product market circumstances. This approach is useful not only for countering the more simplistic versions to reflect organizational reality-at least at a broad level.

The approaches view HR as having an important role in supporting organizational strategy and still play an important role in developing HCD. Generic HR processes can benefit from best practice theories while best fit should be applied when context matters to align management and employee interests. Competitive strategies are deemed strategic in linking HR policies and practices to the goals of the business and the external context of the firm, and are therefore contributing in different ways to performance. Increasingly, many firms are pursuing competitive strategies aimed at cost reduction.

Quality improvement and innovation with the goal of gaining competitive advantage through HR. Conclusively, the contribution that HCD may make to an organization's performance and effectiveness is closely linked to the changes in different business environment including macro and micro contexts, thus the bundling of these practices with the competitive strategy of the firm.

14. References

- Appelbaum, E.; Bailey, P. & Kalleberg, A. (2000). *Manufacturing Competitive Advantage: The Effects of High Performance Work Systems on Plant Performance and Company Outcomes*. New York: Cornell UN Press.
- Armstrong, M. (2008) *Strategic HRM: The Key to Improved Business Performance*. London: CIPD.
- Armstrong, M. & Baron, A. (2004). *Managing Performance. Performance Management in Action*. London: CIPD.
- Armstrong, M. A. (2009). *A Handbook of Human Resources Management (11th ed.)*. London: Kogan Page.
- Arthur, A. T (1996) *Strategic Management: Concept and Cases* Irwin/ Mc Graw-Hill Barney, (1999). Innovative Human Resource Practices and Organizational Commitment: An Empirical Investigation. *International Journal of Human Resource Management*, 14(2), pp. 175-197.
- Bamberger, P. & Meshoulam, H. (2000). *Human Resource Strategy. Formulation, Implementation and Impact*. Beverly Hills: Sage.
- Barney, J. (1995). Looking Inside for Competitive Advantage. *Academy of Management Executive*, 9(4), pp. 49-61.
- Barney, J. (2001). Is Resource-based View a Useful Perspective for Strategic Management Research? Yes. *Academy of Management Review*. 26 (1), pp. 1-56.
- Barney, J. B. (1995). Looking Inside for Competitive Advantage. *Academy of Management Executive*, 9(4), pp. 49-61.
- Bates, T. (1990). Entrepreneur Human Capital Inputs and Small Business Longevity. *The Review of Economics and Statistics*, 72(4), pp. 551-559.
- Becker, B. E.; Huselid, M. A. & Ulrich, D (2001). *The Human Resource Scorecard Linking People, Strategy and Performance*. Boston: Harvard Business School Press.
- Bontis, N. & Fitzenz, J. (1990). Intellectual Capital ROI: A Current Map to Human Capital Antecedents and Consequences. *Journal of Intellectual Capital*, 3(3), pp. 223-247.
- Boxall, K. (1999). Strategic Clarity in Banking: Role of Top Management-Team Demography. *Psychology Reports*, 73, pp. 1187-1203.
- Boxall, P. & Purecell, J (2003). *Strategy and Human Resource Management*. London: Macmillan.
- Boxall, P. & Purecell, J. (2008). *Strategy and Human Resources Management*. Basingstoke: Palgrave Macmillan.
- Chandler, A. D. (1999). *Strategy and Structure: Chapter in the History of the Industrial Enterprise*. Cambridge Mass: The M.I.L Press, p. 13.
- Charles, C. (2004). Examining Non-Linear Relationships between Human Performance. *Industrial and Labor Relations Review*, 60(4), pp. 499-521.
- Collis, D. J. and Montgomery, C. A. (1995). Competing on Resources: Strategy in the 1990s. *Harvard Business Review*. July & August, pp. 118-28.
- Cooke, F. L.; Shen, J. & McBride, A. (2005). Outsourcing Human Resource as a Competitive Strategy. *Human Resource Management Journal*. 44(4), pp. 413-432.
- Cooper, D. R. & Schindler, P.S. (2008). *Business Research Methods*. New York: McGraw Hill.

- Delery, J. & Doty, H (2000). Modes of Theorizing in Strategic Human Resource Management: Tests of Universalistic, Contingency and Configurationally Performance Predictions. *Academy of Management Journal*, 39(4), pp. 802-835.
- Doucouliafos. C. (1997). The Aggregate Demand for Labor in Australia: A Meta-Analysis. *Australian Economic Papers*, 36 (69). Blackwell Publishing, pp. 224-242.
- Dyer, J (2005). *Human Resource Management Evolving Roles and Responsibilities*. Washington DC: Bureau of National Affairs.
- Dyer, L. & Reeves, T. (2003). Human Resource Strategies and Firm Performance. *The International Journal of Human Resource Management*, 6(3), pp. 650-670.
- Edwards, T. & Rees, C. (2006). *International Human Resource Management: Globalization, National Systems and Multinational Companies*. Harlow: Prentice Hall.
- Finegold, D. & Frenkel, S. (2006). Managing People Where People Really Matter. The Management of Human Resource in Biotech Companies. *International Journal of Human Resource Management*, 17(1), pp. 1-24.
- Garavan, T. N.; Morley, M.; Gunnigle, P. & Collins, E. (2001) Human Capital Accumulation: The Role of Human Resource Development. *Journal of European Industrial Training*, 25(2/3/4), pp. 48-68.
- Globa (2000). Economic Growth and Human Capital Accumulation: Simultaneity and Expanded Convergence Tests. *Economics Letter*, 51, pp. 355-362
- Grant, R (2008). *Contemporary Strategy Analysis*. (6th ed.). Oxford: Blackwell.
- Guest, D. (2001). Human Resource Management: When Research Confronts Theory. *International Journal of Human Resources Management*, 12(7), pp. 1092-1106.
- Guest, D.; Michie, J., Sheehan, M. & Conway, N. (2000). *Employment Relations. Human Resource Management and Business Performance*. London: CIPD.
- Guest, D.; Michie, J.; Conway, N. & Sheehan, M (2003). Human Resource Management and Performance. *British Journal of Industrial Relation*, 4(2), pp. 291-314.
- Huang, G; Roy, M; Ahmed, Z; Heng, J & Lim, J (2002). Benchmarking the Human Capital Strategies of MNCs in Singapore. *Benchmarking*, 9 (4), pp. 357-373.
- Huselid, M (2005). The Impact of Human Resource Management Practices on Turnover, Productivity and Corporate Financial Performance. *Academy of Management Journal*, 38(3), pp. 635-672.
- Kelliher, C. & Perret, G. (2001). Business Strategies and Approaches to HRM: A Case Study of New Developments in the UK Resurant Industry. *Personel Review*, 30 (4), pp. 635-672.
- Lau, C. & Ngo, H. (2004). The HR System Organization Culture and Innovation. *International Business Review*, 13, pp. 685-703.
- Legge, K. (2005). *Human Resource Management Rhetoric and Realities*. London: Palgrave Macmillan.
- Leung, A. (2003). Different Ties for Different Recruitment Practices of Entrepreneurial Firms at Different Development Phases. *Human Resources Management Journal*, 42(4), pp. 303-320.
- MacDuffie, J. P. (2005). Human Resource Bundles and Manufacturing Performance. *Industrial Relations Review*, 48(2), pp. 199-221.

Marchington, M. & Grugulis, I. (2000). Best Practice Human Resource Management Perfect Opportunity or Dangerous Illusions?. *International Journal of Human Management*, 41(6), pp. 1029-1056.

Marchington, M. & Zagelmeyer, S. (2005). Foreword: Linking HRM and Performance-A Never Ending Search?. *Human Resource Management Journal*, 15(4), pp. 3-8.

Marchington, M., & Wilkinson, A. (2008). *Human Resource Management at Work People Management and Development*, 4th ed. Harlow: Pearson Education.

Michael, A. (2008). *Human Resource Management Practice*, 4th edn. London: Kogan Page.

Pfeffer, J. (2001). *Fighting the War for Talent is Hazardous for Your Organization*. Stanford: Pearson Education.

Porter, M. (1985). *Competitive Advantage: Creating and Sustaining Superior Performance*. New York: Free Press.

Purcell, J. (2001). *The Meaning of Strategy in Human Resource Management: A Critical Text*. (2nd ed.). London: Thompson Learning.

Purcell, J.; Hutchinson, S. & Kinnie, S. (2003). *Understanding the Role and Performance*. *Link Unlocking the Black Box*. London: CIPD.