

## **EFFECT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON EMPLOYEES' COMMITMENT IN ENSURING SUSTAINABLE PERFORMANCE IN THE NIGERIAN SECURITY AND CIVIL DEFENCE CORPS, ILORIN**

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### **ABSTRACT**

The study investigates the influence of human resource management practices on employees' commitment in ensuring sustainable performance among the staff of Nigerian Security and Civil Defence Corps (NSCDC), Kwara State Command Headquarters, Ilorin. The population of the study comprised employees of NSCDC consisting six departments. A self-administered questionnaire was used for the study. The results of the tested hypotheses showed that training and development have significant effect on employee commitment ( $\beta = .713$ ,  $t=15.544$ ;  $p<.05$ ), and that performance appraisal has significant effect on employee commitment ( $\beta = .136$ ,  $t=2.949$ ;  $p<.05$ ). It was also shown that compensation management has a significant effect on employee commitment ( $\beta = -.134$ ,  $t=3.063$ ;  $p<.05$ ). This implies that changes towards better direction in HRM practices results positively in employee's commitment, and vice versa. It is therefore concluded that compensation management, training & career development and performance appraisal have significant effect on employees' commitment among the staff of NSCDC, Ilorin.

**Keywords:** Corporate Sustainability, Employee's Commitment, Employee's Sustainable Performance, Human Resource, Human Resource Management Practices, Sustainable Development

## INTRODUCTION

Currently, organizations are attempting to have, not only a competitive advantage in the market, but also in employee's sustainable performance. Sustainable employee's performance has gained acceptance in human resource management, though since 1980, only few works have been carried out by researchers to examine the impact of human resource management on sustainable employee's performance (Senyucel, 2009). The contemporal organizational leaders in today's world of work do not just care for getting the job done in the workplaces, but they are mindful of finding the right employees for the right job, getting the job done at the right time so as to save cost, liaising with the stakeholders, developing and retaining the existing employees, keeping employees morale high, and increasing their performances for corporate sustainable development. However, human resource management is the part of management that is concerned with the "people's" dimension at workplace (Deconzo & Robbin, 1996). This is factual as it has nowadays become more necessary than ever for business enterprises to get involve in human resource management (HRM) practices that are internationally standard based and are targeted toward the attainment of the organization's predetermined goals and objectives.

Organizations are to focus on work related behaviour which is very fundamental to its growth and expansion as it is germane to realize that success driving and ambitious organizations, regardless of the type, be it manufacturing or service, private or public sector are expected to possess not only qualified employees, but also competent workforce who can do more than the assigned responsibilities and perform beyond expectations and at the same time maintain their commitment to the workplace core values. This is premised on the fact that employees' commitment is multi - dimensional, involving employees' loyalty to the organization and willingness to achieve its goals, maintaining its values and nurture its membership. That is, a bond between the employee and the organization (Bateman & Strasser, 1984).

Human resource is one of the most required elements in today's hyper-competitive market that can be utilized to cope with the enormous challenges in the world of work (Lado & Wilson, 1994). Hence the need for proper management of human and non-human resources so as to be able to survive the different workplace challenges. Beardwell, Holden and Claydon (2004) in Oginni (2017) termed human resource management as a strategic approach to the administration of human resources having to do with management decisions and action that affect the relationship between organization and employees which manifest through the philosophy, policies, procedures and practices relating to the management of people within an organization.

Human resource management (HRM) practices spin around policies in the areas such as recruitment and selection, compensation management, job design, training and career development, communication and worker participation, succession planning, retention, performance appraisal, employer – employee relations. The adoption of some of the human resource management practices are capable of positively influencing the attitude and performance of employees in the workplace as their commitment to the organization's values is facilitated by good human relationship at work. However, this necessitates adequate attention to be given to human resource management and its practices so as for the organization to have full cooperation of its employees' commitment for outstanding performance on long term basis (Mowday, Porter & Steers, 1982). According to Burke & Corper (2000), several factors in the time past have come together in impacting on the relevance, role, and practice of human resource management (HRM) in business organizations and these have as well raised

some key issues and many challenges for the management of the people at work organization. Consequently, the attempt to overcome this problem, survive the competition, and also achieve business objectives has now triggered the concern for human resource management practices, thus necessitating calls for a remarkable focus on these in the organization (Oginni, 2017).

However, despite the fact that some researches have been conducted on human resource management (HRM) practices, these have been identified to centered on individual employee's performance or corporate performance, organizational commitment, job satisfaction in manufacturing sector of the economy, financial establishments and higher schools of learning in Nigeria with little or no attempts to establish the relationship between human resource management (HRM) practices such recruitment and selection, compensation management, welfare programmes, career development, performance appraisal, employee empowerment, industrial relation and employees' commitment to the organizational core values in the security sector as Nigerian Security and Civil Defense Corps. For example, Bello (2015) researched on human resource management practices and citizenship behaviour in Wire and Cable industry in South Western Nigeria. However, there seems to be dearth of studies on human resource management practices and employees' commitment to the organization's core values precisely in the NSCDC which comprise integrity, transparency, excellence, justice and fair play in all dealings, innovation and creativity, and teamwork for the realization of the organization's objectives, hence this study. Therefore, this research work is sought to investigate the influence of human resource management practices on employees' commitment among staff of Nigerian Security and Civil Defence Corps, Kwara State Command Headquarters, Ilorin.

### **Research Objectives**

The research objectives are:

- i. to assess the effect of compensation management and employee' commitment among staff of Nigerian Security and Civil Defence Corps, Ilorin.
- ii. to determine the relationship between training and career development and employees' commitment among staff of Nigerian Security and Civil Defence Corps, Ilorin.
- iii. to establish the relationship between performance appraisal and employees' commitment among staff of Nigerian Security and Civil Defence Corps, Ilorin.

### **Research Hypotheses**

The formulated hypotheses for the study include:

- Ho<sub>1</sub>: compensation management has no significant effect on employee' commitment among staff of Nigerian Security and Civil Defence Corps.
- Ho<sub>2</sub>: there is no significant relationship between training and career development and employee 'commitment among staff of Nigerian Security and Civil Defence Corps.
- Ho<sub>3</sub>: there is no significant relationship between performance appraisal and employees' commitment among staff of Nigerian Security and Civil Defence Corps, Ilorin.

## **LITERATURE REVIEW**

### **Human Resource Management**

Human resource management is an activity that is targeted at managing human elements so as to guarantee effective utilization of organization's available resources. In relation to Armstrong (2006), HRM is a coherent and strategic approach to the administration of the organization's most treasured assets – the people who individually and collectively contribute to the accomplishment of the business's objectives. Armstrong (2009) posits that HRM is bothered on the development, application of policies, procedures and programmes having to do with the employment, motivation, maintenance and management of people in the organization. Human resource management was earlier known as personnel management was concerned with the activities of a single unit of the organization. It was basically concerned with the development and management of humans. The activities being undertaken by the department or unit included recruitment and selection, reward, appraisal, development, grievance handling, retirement, registration and so forth. It was introduced and developed in the bureaucratic set up in which emphasis was placed on organization and administration of manpower (Banjoko, 2002).

### **Human Resource Management (HRM) Practices**

Delery and Doty (1996) conceptualize HRM practices as a set of internally consistent policies and acts designed and implemented by the human resource department in every business to ensure that firm's human capital contribute to the accomplishment of its corporate objectives. Likewise, Schuler and Jackson (1987) consider HRM practices as a scheme that attracts, develops, motivates, and retains employees so as to guarantee effective implementation and survival of the organization and its workforce. These mean integrated set of practices, policies and strategies through which organizations manage their human capital that influences and are influenced by business strategy, organizational context and the socioeconomic context. Also, to Wright (2005), HRM practices are referred to as set of practices utilized by organization to manage its human resources through the facilitation and development of their competencies to produce complex and social relations for sustenance competitive advantage.

### **Compensation Management**

Compensation refers to all the provided tangible and intangible rewards an employee receives from the employer as part of the employment relationship. The Society for Human Resource Management (SHRM, 2012) has defined compensation as systematic approach to providing monetary value to employees in exchange for work performed.

Organization must reward employees because, in return they are looking for certain kind of behavior: they need competent individual who agree to work with a high level of performance and loyalty. Individual employees in return for their commitment, expect certain extrinsic rewards in the form of promotion, salary, fringe benefit, pre-requisites bonuses or stock options; individual also seek intrinsic rewards such as feelings of competence, achievement, responsibility significance, influence, personal growth and meaningful contribution.

### **Training and Career Development**

According to Raja, Furqan and Khan (2011) training and career development is a very important tool for an organization to compete in this challenging and changing world. Training and development have become the most important factor in the business because training increases the efficiency and the effectiveness of both employees and the organization Raja et al

(2011). Training is a systematic restructuring of behavior, attitude and skills through learning-education, instruction and planned experience. Training is designed to change or improve the behavior of employees in the workplace so as to stimulate efficiency. The cardinal purpose of training is to assist the organization achieves its short and long term objectives by adding value to its human capital. Training and development are not undertaken for the sake of training, but rather are designed to achieve some needs. Therefore, training and development are need based in the sense that they are undertaken to fill some knowledge gap within an organization.

### **Performance Appraisal**

A performance appraisal is a regular review of an employee's job performance and the overall contribution to a company. Also known as "annual review," "performance review or evaluation," or "employee appraisal". This evaluates an employee's skills, achievements and growth, or lack thereof.

Atiomo (2000) agrees with Fajana (1997) that performance appraisal is a system which provides organizations with a means of identifying not only what people's performance levels are but which areas those levels need to be improved if maximum use is to be made of human resource. According to Atiomo, every organization should ensure that the individual is clearly aware of what his functions and responsibilities are to make performance appraisal effective. Rao writes that performance appraisal is the process through which organization takes stock of its manpower in terms of its present performance, the aptitude and interest of each person, his strengths and weaknesses and his potential for growth. The data emerging from such an exercise constitutes the primary database for individual development and should be communicated to the subordinate.

### **Employee's Commitment**

Commitment is the disposition of social actors to use their energy and offer loyalty to social systems, the attachment of personality systems to social relations, who are considered as self-expressive. It refers the employees' acceptance level of the organization's goals and the willingness they have to work towards these goals. In other words, employee commitment is a psychological bond that is characterized by the members' feeling of attachment, obligation, and loyalty to a given organization, that is, it is the link between the organization and the employees. On the other hand, employee's commitment is defined as the willingness and steady forces that determines and maintains the attachment of a person to a particular organization.

Employee commitment is required in the workplace in no small measure for employee's enhanced performance since high levels of commitment results in several favorable organizational outcomes. It shows the degree to which employee is identifying with a particular organization and is committed to both its mission and goals. According to Dordevic (2004) in Varsha & Monica (2012) employees' commitment vital matter in every organization as this is capable of been used to predict employee's performance, absenteeism and other behaviors.

### **Concept of Sustainability**

The concept of corporate sustainability is increasingly impacting on the nature of organizations' operations as it is a crucial part of most foremost corporations today. According to Ehnert (2006), the term sustainability has been a subject of reflection and thought in the field of management in the past years, but recently, the link between sustainability and human resource management issues appear to have received more attention. This is where sustainable human resource management has brought about different approaches in identifying the importance of the perception against the traditional HRM, which is an

effort towards a sustainable development and sustainability as this is a current evolving approach that encourages the utilization of human, natural and financial resources to improve the economy, the environment, and society in an integrated manner for the advantage of both the current and future generations.

### **Sustainable Development**

Sustainable development has been described variously by different scholars or authors as its description is premised majorly on two concepts, that is: the concept of needs and the idea of confinement of the environment's ability to respond to the existing and future needs. For examples, Filho (2000) sees sustainability and sustainable development as synonyms that are used for the notions 'long-term', 'durable', 'sound', and 'systematic'. The concept has become an essential component in the strategic planning for workplaces across the globe as this is not limited to what the organization is capable of investing into the environment, society and economy, but it is the employment and exploitation of today's resources in such a manner that these resources will as well be available for utilization by future generations. It is otherwise considered as consumption today with tomorrow in mind. Wikipedia encyclopedia refers sustainable development as the principle of meeting human developmental goals, while in the same vein sustaining the natural resource and ecosystem services on which the economy and society hinge on.

However, it can be inferred from the given definitions that sustainable development is an advancement that meets both the present need without doing away with the ability of the future generation to realize their own needs. It has to do with the achievement of betterment for all and still ensuring viable and better future for everyone. It is has well worth noting that the corporate performance of any organization and its ability to promptly accomplish its set targets are dependent in no small measure on the effectiveness of its workforces or human resources which enhance its productivity or heighten its service delivery.

### **Theoretical Review**

Both expectancy value theory and human capital theory were reviewed for this research work

#### **Expectancy Value Theory**

Martin Fishbein was known to be the chief proponent of expectancy value in the 1970s and was of the impression that behaviour and worth of the goals that an employee desires to accomplish are the key determinants of his expectations. The theory predicts that in a situation where more behaviour is possible, the degree of behaviour that he puts up will be the type with the largest combination of the expected success.

#### **Human Capital Theory**

In proportion to Chew and Girardi (2008) in Oginni (2017), human capital theory affirms that all acquired skills, undergone trainings and gained knowledge by employees on the individual basis or collectively are to be judicially utilized for the economic value of their organization so far their interests are attended to by their workplaces. It is believed by the human capital theorists that the justification for the organization's support for its staff's training and re-training is the identification of such a worker with the organization's mission and vision. In another way round, the amount of resources that one's

organization depends on one's career growth can be used as a yardstick for measuring one's relevance in such an establishment.

However, the human capital theory was thought-out to be more appropriate for this study, this was due to the fact that the theory illustrates interrelationship between human resource strategies and employee's perception of his workplace through his commitment.

### **Empirical Review**

Abou-Moghli and Abo-Rumman (2012) researched on the effect of human resources management practices on the organizational performance in five star hotels in Jordan. The study focused 170 employees in the selected hotels to accentuate the influential relationship that existed between human resources management practices (HRMP) and organizational performance. Descriptive statistics and inferential statistical tools such as reliability analysis and multiple regression analysis were used. The study came to conclusion that an enormous portion of changes in performance are attributed to the practices of human resources management of the hotels in Jordan.

Similarly, Varsha and Monika (2012)'s research work on employee's commitment and its impact on sustained productivity in Auto-Component Industry in India points out that the employees commitment, that is, affective, normative and continuous are greatly linked to sustained productivity in Auto component industry. The findings of the research show that are positive relationship between the three commitment's variables - affective, continuance, and normative commitment and sustained productivity of the industry.

Likewise, in Nigeria, Irefin and Mohammed (2014)'s study on impact of employee's commitment on the organizational performance with a focus on Coca Cola Nigeria Limited, Maiduguri, Borno State used Pearson Correlation Coefficient to test the hypotheses of their study. The findings of the research reflect that: there is high level of commitment among the Staff members of the case study company; there is a relatively great relationship between employees' commitment and organizational performance; there subsists as well a very noteworthy relationship between employee commitment and employees' turnover in the company.

However, from the reviewed past studies carried out in the country, it can be said that it appears that there is few or no study that investigated the link between human resource management practices and the employees' commitment to the core values of the organization with a focus on security establishment like the Nigerian Security and Civil Defence Corps, Ilorin.

### **METHODOLOGY**

Descriptive survey design was utilized for this study as it is useful in capturing and explaining the details of the relationship of various variables. The study adopted a simple random sampling technique so that all employees in the study area could have equal chance of being selected through the use of questionnaire. The population of the study comprised all employees of Nigerian Security and Civil Defence Corps (NSCDC), Kwara State Command Headquarters; Ilorin consisting of six departments with are: Administrative, Disaster Management, Intelligence and Investigation, Operations, Technical Service, Critical Infrastructure and National Assets. The population of the study was 2094 staff of NSCDC, Ilorin. A self-administered questionnaire was handed out to the participants with were 10% of the total population as 209 questionnaires were

administered, and only 120 copies of these questionnaires could be retrieved from the respondents. The gathered data through questionnaire were analyzed with SPSS (Statistical Package for Social Sciences). The descriptive statistics involves simple percentages and frequency tables, while inferential statistical tool utilized was multiple regression analysis.

## RESULTS AND DISCUSSION

**Table1. Bio - Data of the Respondents**

Variables	Level	Frequency (F)	Percentage (%)
Gender	Male	78	65.0
	Female	42	35.0
	<b>Total</b>	<b>120</b>	<b>100.0</b>
Age	<20yrs	12	10.0
	20-30yrs	22	18.3
	31-40yrs	69	57.5
	41-50yrs	14	11.7
	51-60yrs	3	2.5
	<b>Total</b>	<b>120</b>	<b>100.0</b>
Marital Status	Single	43	35.8
	Married	75	62.5
	Separated/Divorced	2	1.7
	<b>Total</b>	<b>120</b>	<b>100.0</b>
Educational Qualification	NCE/OND	36	30.0
	First Degree/HND	70	58.3
	Masters/Ph.D.	14	11.7
	<b>Total</b>	<b>120</b>	<b>100.0</b>
Years of Experience in the Organization	1-5yrs	23	19.2
	6-10yrs	72	60.0
	11-15yrs	16	13.3
	16yrs and above	9	7.5
	<b>Total</b>	<b>120</b>	<b>100.0</b>

Source: Researchers' Field Survey, 2019

### Testing of Hypotheses

The hypotheses formulated was tested with multiple regression analysis to show the effect of compensation management, training & career development and performance appraisal on employees' commitment among staff of Nigerian Security and Civil Defence Corps, Ilorin with a view to achievement employee's sustainable performance .

**Table 2: Analysis of Multiple Regressions**

	B	T	R	R <sup>2</sup>	ΔR <sup>2</sup>	F	Df	P
<b>Model 1</b>			.805	.647	.642	116.58	3,117	P<.01
TRAINING_CAREER_DEVELOPMENT	.713	15.544						.000
PERFORMANCE_APPRAISAL	.136	2.949						.004
COMPENSATION_MANAGEMENT	.134	3.063						.003

Dependent Variable: EMPLOYEE\_COMMITMENT

Predictors: (Constant), TRAINING\_CAREER\_DEVELOPMENT, PERFORMANCE\_APPRAISAL, COMPENSATION\_MANAGEMENT

Source: Authors' Computation, 2019

The result reported in Table 2 indicates  $R^2$  is 0.647 which indicates that Human Resource practices (compensation management, training & career development and performance appraisal) contributed 64.7% of the total variation to the employee's commitment of the respondents. This was with  $F(3,117) = 116.58, P < .01$ . This suggests that the changes towards better direction in HRM practices will be functionally followed by changes in employee commitment, and vice versa. Thus, all the hypotheses formulated were not supported by the findings of the study and they were rejected.

### **Summary of Findings**

The first hypothesis was built on the statement that compensation management has no significant effect on employees' commitment among the staff of Nigerian Security and Civil Defence Corps, Ilorin. The findings of the study rejected the null hypothesis and therefore established that employee's commitment was significantly and positively influenced by compensation management ( $\beta = -.134, t=3.063; p < .05$ ). In the same vein, the second hypothesis was premised on the statement that there is no significant relationship between training and career development, and employee 'commitment. The finding consequently rejected the null hypothesis, and found out that there was a strong relationship between training and career development, and employee 'commitment ( $\beta = .713, t=15.544; p < .05$ ). Also, third hypothesis measured the relationship between performance appraisal and employees' commitment as the findings of the study rejected the null hypothesis and ascertained statistically that significant relationship exists between performance appraisal and employee's commitment in NSCDC, Ilorin ( $\beta = .136, t=2.949; p < .05$ ). Therefore, compensation management, training & career development, and performance appraisal have significant effect on employees' commitment among the staff of Nigerian Security and Civil Defence Corps, Ilorin with a view to making sure that the employees' performances are sustained in the establishment. These result or finding is in agreement with the findings of researches being carried out by:

Abou-Moghli and Abo-Rumman (2012) who concluded that performance is attributed to the human resources management practices to a large extent in the studied hotels in Jordan; and

Irefin and Mohammed (2014) whose research's findings indicate that there is significant and positive relationship between employees' commitment and organizational performance; the findings show further that much relationship between employee's commitment and employees' turnover in the studies company exists.

### **CONCLUSION AND RECOMMENDATIONS**

This study investigates the relationship between human resource management practices and employees' commitment in ensuring sustainable performance among staff of Nigerian Security and Civil Defence Corps (NSCDC), Ilorin, Kwara State, Nigeria. The research therefore gives reports on diverse types of human resource management practices in the Nigerian Security and Civil Defense Corps and correspondingly ranks these practices in line with how they are being applied in the organization. It is pointed out that job security is the most applied HRM practice compared to the others in the NSCDC,

followed by compensation management, and then performance appraisal. Job design is subsequent to the performance appraisal, while training and career development is ranked as the least, thus, the study concludes that HRM practices are observed and in place in NSCDC, Ilorin, and that there is significant relationship between these practices and employee's commitment in the organization for the attainment of sustained workforce performances.

Following the results of the study, human resource management practices such as training and career development together with job design are not given much consideration in NSCDC, it is thus recommended that extra attention should be given to these practices than before. This is to make it possible and easy for the personnel in the establishment to always:

- i. have comprehensive knowledge of what their official assignments are, and to as well help in reducing their time on the job, since job design makes it possible for employees to easily be acquainted with the required tasks;
- ii. have time to time necessary training programmes capable of not only improving their performances, but also sustaining them through effective and prompt service delivery; and
- iii. be given by the Government, the required resources, facilities, training autonomy, and responsibility needed for strengthening their commitment towards their workplace.

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