

## STRATEGIC HUMAN RESOURCES MANAGEMENT AND ORGANIZATIONAL EFFECTIVENESS IN NIGERIA

NANCY AGHA<sup>1</sup> & EZE ONYEKACHI RICHARD<sup>2</sup>

<sup>1</sup>Department of Business Management Ebonyi State University, Abakaliki Nigeria

<sup>2</sup>Department of Banking and Finance Ebonyi State University, Abakaliki Nigeria

### ABSTRACT

The study examined the relationship between Strategic Human Resource Management and organizational effectiveness in Nigeria. Strategic Human Resource Management is achieved by linking Human Resource Management (HRM) with strategic goals and objectives in order to improve business effectiveness and develop organizational culture that fosters innovation and flexibility. It involves planning human resource activities in such a way to enable organizations to achieve their goals. Human resource activities such as recruitment, selection, training and rewarding personnel are done by keeping in view the organization's goals and objectives. The study used descriptive survey and content analysis. It was observed that the effectiveness of staff performance in any organization in Nigeria is greatly influenced by human resource policies and programmes of the organization. The study concluded that strategic human resources management has been relatively high in terms of its relationship with organizational effectiveness in Nigeria. While some organizations have adopted Strategic Human Resources Management (SHRM) as a tool for achieving effectiveness, Strategic Human Resources Management (SHRM) has helped in the achievement of the set goals of the organizations. The study recommends that management of any organization should internalize the training of their staff and also collaborate with workers unions towards improved welfare programmes in addition to queuing into other human resources programmes of the Federal government.

**KEYWORDS:** Organization, HRM, SHRM, Descriptive, Goals

### INTRODUCTION

Over the years, the modern work organisations face global competition on the issue of human resource management and how it affects organisational effectiveness. As a result, rooms for inefficiency do not exist. Minimal errors are frowned at in modern work organisations. Theory z and the efficiency theory make organisations to appreciate the fact that a task done efficiently at the first time, can be done efficiently at all times. What is required is the ability and willingness to get the right resources and strategically deploy them in their right mix for effective operations (Greiner, 1998). Gary (2002) defines strategic human resource management as a means of formulating and executing human resource policies and practices that produce the employee competencies and behaviours that the company needs to achieve its strategic aims.

Organisational structure is directly related to strategies execution which leads to organisational effectiveness. It is how the core competencies are mobilized to achieve the desired results. The structure is the architecture of the organisation and reflects in the human resource management strategy because it defines the roles of functions/units and employees and

also the relationship between the parts of the organisation (Leonard and Paul, 2009). Much has been written about the end of the hierarchy and the emergence of the “Network” organisation include parallel to the distribution of information processing that has occurred in modern organisations. However, some have argued that there is still room for bureaucracy, particularly when reliability is a primary focus (Sapru, 2008). Staff functions are centralized and outsourced when cost and quality dictate. The human resource (HR) management strategy is then designed to produce the workforce that can execute the organisation’s strategy and do so while operating in the context. The HR strategy enables the organisation to staff operations with the right kind of people; develop those people so they would be able to do what is required, define and measure performance on a continuous basis and appropriately reward individuals and units based on results realized (Daft and Armstrong, 2009).

Wisest (2011) stated that organizational effectiveness of a business constitutes its ability to perform a function with optimal levels of input and output. Companies use organizational effectiveness to measure any number of things, from the relationship between employee performance and company profits to the correlation between manufacturing processes and production volume. Each organization creates its own method of measuring effectiveness. Measuring effectiveness can help a small business without the ability to absorb ineffective processes modify its approach to avoid loss. The adoption of strategic HRM in a health institution like Ebonyi State University Teaching Hospital (EBSUTH) Abakaliki creates a fit between HR functions and the organisational goal attainment. In the world of work today, the effectiveness of organisation depends to a large extent on how well and strategically the HR is poised.

Based on the forgoing relationship between strategic human resource management and organisational effectiveness, a study such as this is necessary. This study, therefore, is designed to investigate the effect of strategic human resource on organisational effectiveness in Nigeria focusing on Ebonyi State University Teaching Hospital Abakaliki. Health institutions are established to provide health care services to the people. To effectively provide necessary health care services, strategic human resources create the right environment. The right environment is such that the competent and dedicated health and ancillary support staff are employed and deployed to their areas of specialty. The employment of competent and dedicated staff is usually devoid of political and social – cultural influences. However, the form of recruitment (political affiliation based employment) adopted by Institutions in Nigeria including Ebonyi State University Teaching Hospital (EBSUTH) Abakaliki calls to question the place of strategic human resource and effectiveness of the organisations.

More worrisome is the issue of where allegiance lies in a politically and ethnic induced recruitment. This is so because the product of such recruitment service hardly favours competency and as such allegiance may be skewed to externalities including godfathers instead of organisational management. The general objective of this study is to determine the effects of strategic human resource management on overall EBSUTH effectiveness.

## **REVIEW OF RELATED LITERATURE**

### **Concept of Strategic Human Resources Management**

The performance of organizations is the focus of intensive research efforts. How well an organization performs its mission and accomplishes its goals of program service delivery through strategic human resources management is of paramount concern. Barney (2001) opines that strategic human resources management enhance employee productivity and the ability of agencies to achieve their mission. Integrating the use of personnel practices into the strategic planning

process enables an organization to better achieve its goals and objectives (Barrett and Richard, 2000).

Gary (2010) defines strategic human resource management (SHRM) as an approach to making decisions on the intentions and plans of the organization concerning the employment relationship and the organization's recruitment, training, development, performance management and the organization's strategies, policies and practices. It is also proactive management of the employees of a company or organisation. Strategic human resource management includes typical human resources components such as hiring, discipline, and payroll, and also involves working with employees in a collaborative manner to boost retention, improve the quality of the work experience, and maximize the mutual benefit of employment for both the employee and the employer.

Human resource management (HRM or simply HR) is a function in organisations designed to maximize employee performance in service of their employer's strategic objectives. HR is primarily concerned with how people are managed within organisations, focusing on policies and systems. HR departments and units in organisations are typically responsible for a number of activities, including employee recruitment, training and development, performance appraisal, and rewarding (e.g., managing pay and benefit systems). HR is also concerned with industrial relations, that is, the balancing of organisational practices with regulations arising from collective bargaining and governmental laws (Dobbin, 2012).

Human Resource (HR) is a product of the human relations movement of the early 20<sup>th</sup> century, when researchers began documenting ways of creating business value through the strategic management of the workforce. The function was initially dominated by transactional work, such as payroll and benefits administration, but due to globalization, company consolidation, technological advancement, and further research, HR now focuses on strategic initiatives like mergers and acquisitions, talent management, succession planning, industrial and labour relations, and diversity and inclusion (Kendall, Jane and Rick, 2004).

In the current global work environment, all global companies are focused on retaining the talent and knowledge held by the workforce. All companies are focused on lowering the employee turnover and preserving knowledge. New hiring not only entails a high cost but also increase the risk of the newcomer not being able to replace the person who was working in that position before. HR departments also strive to offer benefits that will appeal to workers, thus reducing the risk of losing knowledge (Perrow, 1991).

### **Conceptualizing Organisational Effectiveness**

Organizational effectiveness has a very broad and often vague definition, so much so that most sources explain the concept by example rather than definition. Basically, the effectiveness of a business constitutes its ability to perform a function with optimal levels of input and output. Companies use organizational effectiveness to measure any number of things, from the relationship between employee performance and company profits to the correlation between manufacturing processes and production volume. No set parameters exist for organizational effectiveness and it follows no definitive mathematical formula. Each organization creates its own method of measuring effectiveness. Measuring effectiveness can help a small business without the ability to absorb ineffective processes modify its approach to avoid loss (Will, 2005).

Mitchell (2012) defines organizational effectiveness as the efficiency with which an organization achieves its objectives. It is usually expressed by calculating the difference between the net profit and the target profit. Other methods

of measuring organizational effectiveness include results from customer satisfaction surveys and monitoring growth data. It is also the efficiency with which an association is able to meet its objectives. The main measure of organizational effectiveness for a business will generally be expressed in terms of how well its net profitability compares with its target profitability. Additional measure might include growth data and the result of customer satisfaction surveys. According to Richard (2009), organizational effectiveness captures organisational performance plus the myriad internal performance outcomes normally associated with more efficient or effective operations and other external measures that relate to considerations that are broader than those simply associated with economic valuation (either by shareholders, managers, or customers), such as corporate social responsibility.

Kaplan and Grossman (2010) define organizational effectiveness as an abstract concept and are difficult for many organizations to directly measure. Instead of measuring organizational effectiveness directly, the organization selects proxy measures to represent effectiveness. Proxy measures may include such things as number of people served, types and sizes of population segments served, and the demand within those segments for the services the organization supplies. It degrees to which objectives are achieved and the extent to which targeted problems are solved. In contrast to efficiency, effectiveness is determined without reference to costs and, whereas efficiency means "doing the thing right," effectiveness means "doing the right thing."

### **Strategies for Effective Human Resource Management**

Strategic Human Resource Management is done by linking of HRM with strategic goals and objectives in order to improve business performance and developing organizational cultures that foster innovation and flexibility. It involves planning HR activities and deployment in such a way to enable organizations to achieve their goals. Human Resource activities such as recruitment, selection, training and rewarding personnel are done by keeping in view the company's goals and objectives. Organizations focus on identifying, analyzing and balancing two sorts of forces that is; the organization's external opportunities and threats on one hand and its internal strengths and weaknesses on the other. Alignment of the Human Resources system with the strategic goals of firm has facilitated organization's to achieve superb targets. In order for human resources management to be done effectively there must be a strategy that defines an organization's approach to attracting, retaining and motivating a workforce that will enable it to succeed. The critical characteristics of an effective HR strategy are: 1) it fits the organizational context, 2) it aligns human resource management policies and programs with the strategy of the organization, and 3) it integrates the HR functional strategies (staffing, development, performance management, and rewards management and employee relations) with each other (Charis, 2010).

Aligning Human Resources Strategy with Organization Context provides a model for formulating HR strategy that fits the Organization at a particular point in time. The model can guide the formulation of a human resource management strategy where one has not existed or has not been formally defined and can also be used to evaluate the current effectiveness and appropriateness of an existing strategy. Once an effective strategy has been defined it can then be used to evaluate how well policies and programs fit the strategy. The model is dynamic; if any of the contextual components change, the HR strategy must be re-assessed. The degree to which the HR strategy is made specific will also depend on contextual characteristics; in times of uncertainty it may be in the form of a general direction, to be sharpened in focus when a direction is clear and objectives defined (Richard, 2010).

## Empirical Review

There have been numerous studies on the effect of strategic human resources management in the long-term organisational performance. But, there is no consistent evidence for a significant relationship between strategic human resource management and organisational effectiveness through Ebonyi State University Teaching Hospital (EBSUTH) Abakaliki, both in positive or negative direction. Results and evidence about the effect of strategic human resources management differ by country, analytical methods employed and categorization of organisations.

Tamer, Satwinder and Mohamed (2013) used rigorous statistical testing of data and theoretical perception to study the role of strategic human resources practice in organisational effectiveness. It was discovered that careful recruitment and selection, training and internal career opportunities have a positive impact on reducing employment turnover. The study also provides strong support for the direct approach in strategic HR management and performance.

George and Cesar (2011) carried out a study on the impact of strategic human resources management on organisational success using logistic regression analysis of data. The results of the logistic regression analyses indicate an overall weak relationship between strategic human resources management and outcome assessments which account for fewer than 3 percent of the explained variables or variance in the model. The study also stated that strategic human resources management enhances productivity and the effectiveness of organisations and that when organisation employ personnel practices, they are more able to achieve their goals and objectives.

Gititi (2010) investigated the effects of human resources management strategies on the effectiveness of coffee marketing organisation in Meru using descriptive statistics and graph. It was found that human resources strategies affected the performance of the organisation as a whole. It was also discovered that organisational development issues like culture management and change affected the general performance of the organisation.

## Theoretical Framework

The study is based on the modernisation theory propounded by Marquis and Etsenstadt (1970) and developed in Western Europe and North America from the seventeenth century to the nineteenth and have then spread to other European countries and in the nineteenth and twentieth century's to the South American, Asian, and African continents". The idea of modernization is relatively new. Its basic principles can be derived from the idea of progress, which emerged in the 18th-century Age of Enlightenment with the idea that people themselves could develop and change their society. French philosopher Marquis de Condorcet was involved in the origins of the theory with the concept that technological advancements and economic changes can enable changes in moral and cultural values. Condorcet was the first to make the connection between economic and social development connection and that there can be continuous progress and improvement in human affairs. With that said, new advancements and improvements would need to keep pace with a constantly changing world. Furthermore, he encouraged technological processes to help give people further control over their environments, arguing that technological progress would eventually spur social progress.

Lerner (1958) stated that modernization theory emerged in the 1950s as an explanation of how the industrial societies of North America and Western Europe developed. Modernization refers to a model of a progressive transition from a 'pre-modern' or 'traditional' to a 'modern' society. The theory argues that societies develop in fairly predictable stages through which they become increasingly complex. Development depends primarily on the importation of

technology as well as a number of other political and social changes believed to come about as a result. For example, modernization involves increased levels of schooling and the development of mass media, both of which foster democratic political institutions. Transportation and communication become increasingly sophisticated and accessible, populations become more urban and mobile, and the extended family declines in importance as a result. Organizations become bureaucratic as the division of labor grows more complex and religion declines in public influence. Lastly, cash-driven markets take over as the primary mechanism through which goods and services are exchanged.

Modernization theory emerged further in the late 19th century and was especially popular among scholars in the mid-20th century. One foremost advocate was Harvard sociologist Talcott Parsons *Mandarins of the Future* (2003). The theory stressed the importance of societies being open to change and saw reactionary forces as restricting development. Maintaining tradition for tradition's sake was thought to be harmful to progress and development. Proponents of modernization lie in two camps, optimists and pessimist. The former view holds that what a modernizer sees as a setback to the theory (events such as the Iranian Revolution or the troubles in Lebanon) are invariably temporary setbacks, with the ability to attain "modernism" still existing. Pessimists argue that such non-modern areas are incapable of becoming modern (Rowntree, 2008).

### **Criteria for an Effective HR Strategy**

An effective HR strategy is one that works in the sense that it achieves what it sets out to achieve. In particular, it will satisfy business needs; be founded on detailed analysis and study, not just wishful thinking; can be turned into actionable programmes that anticipate implementation requirements and problems; is coherent and integrated, being composed of components that fit with and support each other; takes account of the needs of line managers and employees generally as well as those of the organization and its other stakeholders. The framework of strategic HRM and Purcell (2003) emphasize: 'HR planning should aim to meet the needs of the key stakeholder groups involved in people management in the firm.'

A good strategy is one which actually makes people feel valued. It makes them knowledgeable about the organization and makes them feel clear about where they sit as a group, or individual. It must show them how what they do either together or individually fits into strategy. Importantly, it should indicate how people are going to be rewarded for their contribution and how they might be developed and grow in the organization (Richard, 2010).

### **Determinants of HR Effectiveness**

A basic premise underpinning the discussion of the appropriate HR role is that being a business partner is essential to HR effectiveness. The table below shows the relationship between the type of business partnership that the HR organization has and its rated effectiveness in a number of areas. For this analysis each HR function was characterized as either a full business partner or not a full business partner based on the companies' answers to the questionnaire. The results for these two groups are significantly different on most of the measures of effectiveness. They clearly establish that HR rated itself as more effective when it is a full business partner. There are a few exceptions. Business partnership doesn't impact the effectiveness of managing outsourcing, shared services and centers of excellence, activities which for the most part transfer the traditional transactional and the expert functional roles of HR into new units. These results suggest that making HR a business partner can enable HR staff to deliver business-oriented services more effectively. This

makes sense since if HR executives understand the business strategy; they can do a better job of supporting the business strategy and may even influence the business strategy so that it is more realistic in terms of the kind of support HR can offer (Edward and Susan, 2007). It is important to point out that this is simply a statistical relationship, and it is possible that the causal direction between effectiveness and being a business partner operates in the reverse direction. That is, it may be that HR effectiveness is the price a HR organization has to pay in order to be regarded as a full business partner. Our estimate is that the influence is predominately from business partner to effectiveness, but both directions of causation may be operating.

## METHODOLOGY

This section describes the techniques and procedures used by the researchers in conducting the study. This study employs the descriptive survey and content analysis in carrying out the study. This is because the research involves events that are still in progress. Objective of the study were analysed based on content analysis and descriptive survey. The variables that were predicted by theories and previous empirical works were used in the analysis.

There are many sources or types of research data, but in this work which is purely analytical, one source of data collection which is primary data or source was used.

### Data Analysis Technique

A correlation test was used since sample statistics was obtained so as to estimate a population parameter. Correlation statistics is a branch of statistics that assumes that data have come from a type of probability distribution and makes inference about the parameters of the distribution.

In the qualitative research analysis, the Pearson Product Moment correlation technique was used to establish the relationships between the first round and the second round responses of the instrument administered. The Pearson Product Moment correlation technique was used to determine the relationship between the independent and the dependent variables.

Manually, the Pearson Product Moment correlation technique can be calculated with this formula:

$$r = \frac{N\sum xy - (\sum y)(\sum x)}{\sqrt{(n\sum x^2) - (\sum x)^2)(n\sum y^2 - (\sum y)^2)}$$

Where x and y are deviation scores, that is  $x = X - \bar{X}$  (covariance)

And  $y = Y - \bar{Y}$  (covariance), and  $S_x$  and  $S_y$  are sample standard deviations, that is

$$S_x = \frac{\sum (X - \bar{X})^2}{N}$$

Anywhere, manual computation in this study could have been very rigorous and cumbersome and to avoid such, the Statistical Package for Social Sciences (SPSS) computer programme (version 15) was used to determine the correlation coefficient (r).

**Table 1: Mean, Variance, Standard Deviation and Coefficients of Variation of Questionnaire Responses**

Questionnaire Items	Mean	Variance	Standard Deviation	Coefficient of Variation
1	42.25	149.34	12.22	28.92
2	35.74	43.57	6.60	18.47
3	49.31	113.18	10.64	21.58
4	33.18	71.92	8.48	25.56
5	52	79.64	8.92	17.16
6	31.48	26.06	5.1	16.22
7	31.33	86.19	9.44	30.14
8	32.38	46.05	6.79	20.96
9	35.63	17.42	4.17	11.71
10	38.75	76.03	8.72	22.5
11	33.92	17.53	4.19	14.81
12	36.78	41.24	6.42	17.46
13	34.19	12.06	3.47	10.16

**Authors' Computation 2016**

In order to eliminate possible errors, data collected were edited, coded and tabulated base on their frequency distribution. Also the mean, variance, standard deviation and coefficient of variation of the distribution were determined as shown in table 1 above.

Using the 5-point likert scale of 5, 4, 3, 2 and 1 in the questionnaire responses, means score of 3 and above were rated as positive while those below 3 mean score were rated as negative. From table 1 above, all the mean scores ranging from item 1 to 13 representing strategic human resource management ( $B_1$ ) and constraints and ways to ensure EBSUTH effectiveness ( $B_2$ ) are positive. In the same distribution, all the variance ranging from 3.46 for item 13 represent adequacy of strategic human resource management to EBSUTH effectiveness. The standard deviation is to measure the degree of dispersion of the responses from the mean. To further measure the closeness of the scores from the mean, the variance and coefficient of variation were used. To arrive at the variance, the mean was subtracted from the individual likert scales. This is squared and multiplied by their attached frequencies. The result of all the outcomes were summed up and divided by the sum of the frequencies. The standard deviation was simply the square root of the variance. The coefficient of variation was simply the percentage of the mean to the standard deviation.

**Table 2: Pearson Moment Correlation Matrix**

Variable	$A_1$	$A_2$	$B_1$
$B_1$	1	0.995*	0.985*
$B_2$	0.985*	0.999*	0.978*
$A_1$	0.975*	0.969*	0.988*

\* Correlation is significant at the 0.05 level

Table 2 above explains the correlation coefficients between the dependent variable and the independent variables. The correlation coefficients above do not only show strong positive relationships but are also significantly high. Here the highest coefficient being that of EBSUTH effectiveness ( $B_1$ ) which is 1 at 0.05 level of significant. The lowest relationship is that of strategic human resource management ( $B_2$ ) which is 0.985 at 0.05 level of significant.



Table 2 above shows the analysis of the relationships among the dependent and independent variables. Both the independent and the dependent variables showed strong positive relationship in both short and long run.

For the dependent variable, the correlation coefficient ( $r$ ) between  $A_1$  and  $B_1$  is 0.985 at 0.05 level of significant. With these high levels of cross sectional relationships that exist among the variables, there is consistency and stability among the variables used in this study.

## RESEARCH FINDINGS

This study examines the relationship between strategic human resource management in Ebonyi State University Teaching Hospital Abakaliki and organisational effectiveness. Having analyzed the data collected through the use of questionnaire and the oral interview conducted in a logical and sequential manner, the following findings were made. That EBSUTH Abakaliki has adopted SHRM as a tool for achieving effectiveness in the organisation; that strategic human resource management had influenced the achievement of the set goals of the Ebonyi State University Teaching Hospital, Abakaliki and that non adoption of SHRM in EBSUTH has negatively affected the effectiveness of the organisation.

## CONCLUSIONS

The study focuses on the effects of strategic human resources management on organisational effectiveness in Nigeria. One of the reasons for this study is the increased recognition that people are important source of sustainable competitive organisation. Skills and competencies enable an organisation to be more flexible and to recognise strategic challenges. Modernisation theory, Resource-based theory of firm and behavioural approaches proposed that organisations should implement the best practice or best fit strategies to maximize business performance.

Strategic Human Resources Development (SHRD) represents a particular variant of human resource development. It differs from more traditional models of HRD in that it proposes a model of HRD that is aligned with the needs of the business or organisation. Human Resources refer to the people and their skills that are used to produce goods and services.

Based on the content analysis and correlation coefficient, the researcher concluded that strategic human resources management has been relatively high in terms of its effects on organisational effectiveness in Nigeria while EBSUTH has adopted SHRM as a tool for achieving effectiveness, Strategic Human Resources Management (SHRM) has helped in the achievement of the set goals of the EBSUTH, Abakaliki. This is an indication that adoption of SHRM for EBSUTH effectiveness will continue to bring growth in the organisation.

## RECOMMENDATIONS

On the basis of the findings of the study, the following recommendations are proffered towards enhancing the relationship between strategic human resources management and effectiveness of EBSUTH as an organisation in Nigeria.

- Ebonyi State University Teaching Hospital Abakaliki (EBSUTH) should collaborate with workers unions to understand their needs and aspirations.
- EBSUTH should align with various training programmes of the State and Federal Ministry of Health aimed at capacity enhancement.

- Finally, approval should be sought for the training of resident doctors within the hospital as this will not only save cost but increase the number of clinical officers to benefit from the programme.

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