

Attrition and Workplace Harmony of Deposit Money Banks in Rivers State, Nigeria

George, Chidinma Goodness and Dr. M. D. Tamounomiebi
Department of Management, Faculty of Management Sciences, Rivers State University, P.M. 5080, Port Harcourt

Abstract: The study examined the relationship between attrition and workplace harmony in deposit money banks in Rivers State, Nigeria. The study adopted a cross-sectional survey research design. The target population of the study was all the 20 consolidated deposit money banks in Nigeria. However, all the banks have their regional offices in Rivers State, these regional offices constituted the accessible population for this study. There was no sampling technique. The study takes a census of the population as a sample size which constitutes one regional manager and one regional human resource manager in the 20 deposit money banks. Data for the study was collected through structured questionnaire. Inferential statistics such as the linear regression coefficient Statistics technique was used to test the hypotheses with the aid of statistical package for social science version 22.0. The results of the study showed that there was a positive and statistically significant association between attrition and workplace harmony. The study therefore recommends that deposit money banks and their human resource managers need to continually carry out manpower recruitment processes and planning to advance the attrition level in the future workforce situation in the labor market prior to recruitment of employees.

Keywords: Workplace Harmony, Attrition, Workplace Harmony, Low Grievance, Team Collaboration

INTRODUCTION

In recent times, workplace disharmony is assuming unprecedented proportions in most of the banking and financial institutions in Nigeria (Rotman, 2013). The incessant grievances and conflicts between management and employees in the banking sector has more than ever before been publicized in the manifestation of negative consequences such as decline in the performance of organization and that of the employee (Agba, Ushie & Agba, 2009). Albert and Yahaya (2013) further stated that the pattern of workplace relations in Nigeria has been conflictual in nature with disruptive consequences and significant work-stoppages.

According to Valentine (2012) workplace harmony it refers to those behaviours that facilitate effective member interaction with team defined as a group of two or more

individuals who perform some work related task, interact with one another dynamically, have a foreseeable shared future and share a common fate. He further posits that the function involves the relations and interactions between employers or management and employees, either as individuals or as groups; between supervisors and workers and his trade union, and between one trade union and the other and covers employment problems and security, conditions of work, remuneration, labour and employment grievances and disputes, level of production efficiency, safety, health and welfare of worker, social security and employee development.

However, the study of workforce attrition is a critical issue and pretty high in the industry these days. The term 'attrition' is common, many would be at a loss to define what actually attrition is, attrition is said to be the gradual reduction in the number of employees through retirement, resignation or death (Chiaburu and Tekleab, 2010). It can also be said as employee turnover or employee defection whenever a well-trained and well-adapted employee leaves the organization, it creates a vacuum. So, the organization loses key skills, knowledge and business relationships (Chen, 2014).

Modern managers and personnel administrators are greatly interested in reducing attrition in the organization, in such a way that it will contribute to the maximum effectiveness, growth, and progress of the organization. The banking sector in the Nigerian financial market is characterized by relatively high rates of disengaged and workers conflicts which manifest in labour turnover and periodic labour shortage (Chan, Clarke & Dainty, 2011 and McGrath-Champ, Rosewarne and Rittau, 2011). The rise in this awareness has become a pain in the neck of growing human resource practices to such concerns that it attempts to diminish the glory of capitalistic mindedness that once bestride the pathway to managing like a colossus. Workplace harmony seems to be affected by this development that the frequency of management-workforce conflicts is fast raising in the banking sector of nation's economy.

This failure is the essence of this investigation that necessitated the operationalization of attrition as a non-financial index to address the problems of workplace harmony in the Nigerian financial institutions, specifically the deposit money banks. However, this present study was to find out how employee attrition affects workplace harmony in the Deposit Money Banks in Rivers State, Nigeria while the following research questions are posed for answers

1. How does employee attrition affect low grievance frequency in the Deposit Money Banks in Rivers State, Nigeria?
2. How does employee attrition affect team collaboration in the Deposit Money Banks in Rivers State, Nigeria?

LITERATURE REVIEW

Theoretical Framework

The study on the relationship between employee attrition and workplace harmony is domiciled in social exchange theory. This is because most empirical studies have relied heavily on this theory as the baseline theory when discussing employee attrition and workplace harmony (Schuler & Jackson, 1987; Delery& Doty, 1996; Boselie *et al.*, 2005;

Fleetwood & Hesketh, 2008).

The social exchange theory scholars argued that obligations are generated through a series of interactions between parties who are in a state of reciprocal interdependence. A basic tenet of social exchange theory is that relationships evolve over time into trusting, loyal, and mutual commitments as long as the parties abide by certain 'rules' of exchange (Armstrong, 2012). Such rules tend to involve reciprocity or repayment rules, so that the actions of one party lead to a response or actions by the other party.

Therefore, fulfilling these obligations constitutes the vital aspect in any social exchange relationship (Rousseau, 1990). For example, beneficial actions aimed at employees by the organization and its representatives facilitate the establishment of high quality exchange relationships that create obligations for workers to reciprocate in positive ways (Settoon, *et al.*, 1996).

Employee Attrition

The term 'attrition' is common, many would be at a loss to define what actually attrition is, attrition is said to be the gradual reduction in the number of employees through retirement, resignation or death (Chiaburu and Tekleab, 2010). It can also be said as employee turnover or employee defection whenever a well-trained and well-adapted employee leaves the organization, it creates a vacuum. So, the organization loses key skills, knowledge and business relationships (Chen, 2014).

Modern managers and personnel administrators are greatly interested in reducing attrition in the organization, in such a way that it will contribute to the maximum effectiveness, growth, and progress of the organization. Theoretically, the term employee/labour attrition underwent a change during the late 20th century. Employee/labour attrition was rechristened as employee attrition. The term attrition is defined as, the process or state of being gradually worn down (Huselid, 1995). Usually the attrition process starts after a person is employed in an organization and ends when the person quits or retires the job. The term employee attrition is used interchangeably with employee/labour attrition. Mostly employees tend to leave the job due to ergonomic discomfort experienced by the employee and the functional incompatibility between the corporate management and the employees.

Becker and Huselid (1999) attrition can be defined as the number of employees leaving the organization which includes both voluntary and involuntary separation. Losing an employees and talents results in huge loss to the organization because there is a huge loss in cost such as the recruitment cost, training cost and other cost that are incurred in making an employee more skillful.

Companies in Nigeria as well as in other countries face a formidable challenge of recruiting and retaining talents while at the same time having to manage talent loss through attrition be that due to industry downturns or through voluntary individual turnover. Aguinis and Kraiger (2009) losing talents and employees result in performance losses which can have long term negative effect on companies especially if the departing talent leaves gaps in its execution capability and human resource functioning which not only includes lost productivity but also possibly loss of work team harmony and social goodwill. With attrition rates being a bane of every industry, companies are devising innovative business models for effective retention of talent. There are a lot of factors responsible for attrition and employers are getting increasingly conscious of the factors

that can keep an employee committed.

Voluntary attrition or voluntary attrition means employees leave the organization out of their own will. Barringer *et al.*, (2005) they may tend to leave the job due to various factors such as lack of interest, salary problems and various problems with their peer groups, supervisors etc. Involuntary attrition refers to the employee discharge by the organization and it happens for various reasons such as retirement, unethical behavior, suspension, dismissals, corporate changes etc. There is another form of attrition known as compulsory attrition where the employees leave the organization due to the implementation of government rules and regulations and the impact of those rules on the organization.

Concept of Workplace Harmony

Industrial harmony refers to a friendly and cooperative agreement on working relationships between employers and employees for their mutual benefit (Otobo, 2005; Osad and Osas, 2013). According to Puttapalli and Vuram (2012), industrial harmony is concerned with the relationship between management and employees with respect to the terms and conditions of employment and the work place. In effect, it is a situation where employees and management cooperate willingly in pursuit of the organization's aims and objectives.

Harmonious relations refers to an industrial environment where workers along with their union and management understand and accept each other as partners in progress; that a cooperative attitude is mutually beneficial in terms of output, performance and rewards. It does not assume that conflicts do not exist but that effective and proactive collective agreements and grievance procedure exist that can prevent the conflicts from transforming into a crisis. Thus internalizing harmonious industrial relations will eliminate poor management as it relates to human resources management.

Industrial harmony in its ideal form, presupposes an industry in a condition of relative equilibrium where relationship between individuals and or groups are cordial and productive. Sayles and Strauss (2009) assert that with the inevitable differences among groups within an organization, conflict and differing objectives permeate modern organizations. This type of conflict prevents the existence of industrial harmony which reflects a state of organizational instability (Sayles and Strauss, 2009). On the other hand, Hanson (2006) opines that industrial harmony represents absence of strike by industrial unions in organization which is bound to result in effective and efficient organization.

Harmonization involves the synchronization of teams by a central leadership team that assists the groups in obtaining what they need for success. It involves the planning of priorities and resources allocation across departments. Cross-functional and multi-department teams should be coordinated to work together effectively. Carr (1992) observes that managers and supervisors who become team leaders experience a significant change of role because team leaders do not direct or control work, but instead work as coaches and mentors.

Measures of Workplace Harmony

Low Grievance Frequency

A grievance is an objection raised by a representative who might be determined by methods accommodated in a collective agreement, a work contract, or by different systems

built up by a business. Such a grievance may emerge from an infringement of a collective bargaining agreement, the terms of an agreement, the treatment by others in the work environment, or infringement of the law. For example, working environment security controls. Under UK livelihood law all workers have a legitimate right to raise a grievance, and there is a statutory Act as Code of Practice for taking care of grievances.

Ordinarily, everybody required with a grievance has strict timetables which must be met in the preparing of this formal protest, until it is determined. Businesses can't legitimately treat a representative any contrastingly whether he or she has recorded a grievance or not. An aggregate grievance is a grumbling raised by two or more representatives in a unionized working environment. Under a few words it might likewise be known as a group or work question. The contrast between a grievance and dissension, in the unionized working environment, is whether the topic identifies with the collective bargaining agreement.

Team Collaboration

In leveraging conflict situation in the workplace, it requires managing complex organizational and inter-organizational interdependencies, inducing a need for team collaboration (Thomson and Perry, 2006). Team collaboration can be defined as a complementary relationship where people collectively create a result that is more than the sum of the individual inputs personal interest and conflict (Sanker, 2012; Thomson and Perry, 2006).

Gray and Wood (1991) propose that team collaboration can be studied through its antecedents, processes and outcomes. Antecedents are pre-conditions for collaboration to transpire, including the personal characteristics in individuals that make them more suitable collaborators (Henneman, Lee and Cohen, 1995; Gray and Wood, 1991). Processes encompass the key activities involved in collaborating (Thomson, Perry and Miller, 2007; Gray and Wood, 1991). Outcomes tend to vary according to the type of business (Patel *et al.*, 2012) and the theoretical perspective adopted (Thomson, Perry and Miller, 2008).

Furthermore, Miller (2008) and Gray and Wood (1991) conducted a study examining various theoretical perspectives within the context of antecedents, processes and outcomes of collaboration. Their conclusion was that none of these theories provide a robust model of the construct. Similarly, Henneman *et al.*, (1995) studied the defining attributes, antecedents, consequences and empirical referents of team collaboration. The investigation was conducted in the context of health care professionals and identified elements that contribute to collaboration. The process component was not however distinguished in this study. The authors concluded that models of operationalising collaboration require further investigation.

Attrition and Workplace Harmony

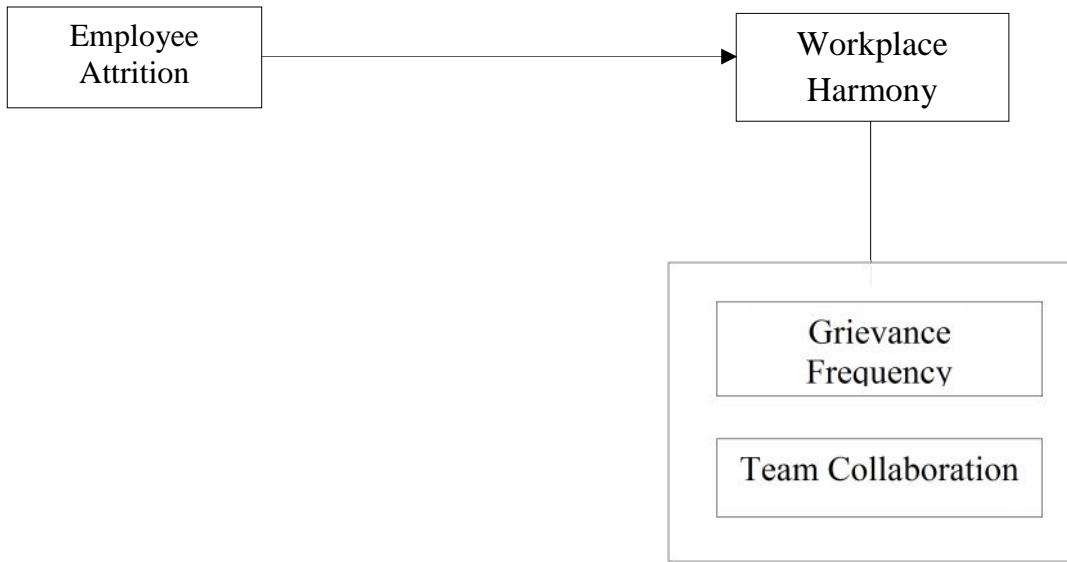
A study describe that attrition is an effort by which an employer make some good policies to retain talented employees for achieve the organization goals and success (Frank, Finnegan and Taylor, 2004). The study concluded that talented work force has high worth to the organizations due their expertise over the knowledge, their skills & experience (Ejiofor & Mbachu, 2001). The research concluded that good administrated compensation structure plays a vital role in retaining the employees. The finding revealed that workers' attrition programmes (taken together) had significantly influenced industrial strike

reduction among industrial workers. It was also found that only three independent variables (conflict skill, communication skill and interpersonal relations skill training programmes) have significantly influenced industrial strike reduction. However, it was found that management skill and computer skill training programmes were not as significant in influencing industrial strike reduction in selected work organizations. Also, there was no significant difference in the level of female and male workers' participation in workers' training programmes in both public and private organizations selected for the study.

Nwinyokpugi (2015) carried out a research on employee engagement and work place Harmony in Rivers state civil service. From 10 ministries in the Rivers State Civil Service, Nigeria, 400 employees were randomly selected. Structured questionnaire was used for the purpose of data collection and data collected were tested using the Pearson Product Moment Correlation. The findings revealed that a significant relationship exist between the variables of employee engagement on workplace harmony in the studied sector.

H_{o1}: There is no significant relationship between employee attrition and low grievance frequency in the Deposit Money Banks in Rivers State, Nigeria

H_{o2}: There is no significant relationship between employee attrition and team collaboration in the Deposit Money Banks in Rivers State, Nigeria.



METHODOLOGY

The study adopted cross-sectional survey research design because of its requirements to collect data from a wide range of subjects to elicit acceptable generalization. The target population of this study was the 20 consolidated deposit money banks operating in the Nigerian economy whose authentic list is obtained from the Central Bank of Nigeria report (<https://infoguidenigeria.com/banks-nigeria/>) as at 2019. Since all the 20 consolidated deposit money banks in Nigeria have their regional offices in Rivers State, these regional offices constituted the accessible population for this study. The banks have equal

representatives from each regional headquarters. Two representatives from each of the regional offices of the 20 deposit money banks made up the sample elements. This includes the regional manager, regional human resource manager, making forty (40) respondents. These categories of managers were given the questionnaire because they are at the most vantage point to respond to questions on attrition and workplace harmony. There is no sampling technique. The study takes a census of the population as a sample size which is 40 respondents. The main data gathering/collection instrument was the questionnaire. The study adopts face-validity. The Cronbach Alpha coefficient of 0.7 was the minimum value for the research to be considered reliable and this was adopted to test reliability of the instrument, and the coefficients confirmed the data instrument reliable with an average of 0.82. The hypotheses were tested using inferential statistic such as regression analysis to analyze the extent of the correlation coefficient as well as the t-statistic to determine the coefficients of determination with the help of Statistical Package for Social Sciences (SPSS) version 22.0.

DATA ANALYSIS AND RESULTS

Questionnaire Administration and Retrieval

Table 1 Questionnaire Administration and Retrieval

Population	Sample Size	No. Distributed	No. Not Returned	No. Returned	Used Copies
40	40	40(100%)	2	38	38(95%)

Source: Survey Data, 2019

Table 1 above indicates the copies of questionnaire that was distributed, the rate of responses as well as the usability and rejection rates of the instrument. It was observed that 40(100%) copies of questionnaire were administered to the deposit money banks in Rivers State, Nigeria. 38(95%) copies of questionnaire were returned while 2(5%) copies of questionnaire were not returned out the copies returned 38(78%) copies of questionnaire were correctly filled and this was suitable for the data analysis.

Regression Analysis (Test of Hypotheses)

The analyses were carried out using multiple regression analyses techniques at a (95%) level of confidence interval. Specifically, the tests cover hypotheses H_0 to H_2 and all were stated in the null form. We have relied on the multiple regression statistics to undertake the analysis. The 0.05 significance level were adopted as criterion for the probability of either accepting the null hypothesis at ($P>0.05$) or rejecting the null hypothesis at ($P<0.05$).

Regression Model 1 Showed the Extent to which Attrition affect Grievance Frequency

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.854 ^a	.709	.902	.56598

a. Predictors: (Constant), Employee Attrition

Source: SPSS Version 22 Output, 2019

Model 1, above showed the empirical result of regression analysis (R-value =0.854) on the predictor variable: attrition had a strong effect on the criterion variable (grievance frequency). While the empirical result of coefficient of determination (R^2 -value 0.709) indicates that attrition explain 70.9% increase in low grievance frequency in the Deposit Money Banks in Rivers State, Nigeria while the remaining 29.1% could be due to the effect of extra variables that is not included in the study.

Table 2 Regression Coefficients Result on Attrition and Grievance Frequency

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	1.769	1.050	.333	1.686	.101
	Employee Attrition	.286	.133			

a. Dependent Variable: Low Grievance Frequency

Source: SPSS Version 22 Output, 2019

H₀₁: There is no significant relationship between Employee Attrition and low grievance frequency in the Deposit Money Banks in Rivers State, Nigeria

Test of Hypothesis 1: Table 2 above indicates the empirical result of linear regression coefficients. The relationship between employee attrition and low grievance frequency was found to be significant with a ($t_{\text{cal.}} = 2.152$) and ($t_{\text{crit.}} = 1.96$) as the decision to reject or accept the hypothesis. The ($t_{\text{cal.}} = 2.152$) and significance level of ($P > 0.039$), indicates that there is a positive and significance relationship between the study variables. Therefore, the null hypothesis is hereby rejected and stated that there was a positive and significant relationship between employee attrition and low grievance frequency. Similarly, from table 21, employee attrition as a predictor variable contributes ($\beta = 0.286$) to the variation of the criterion variable (low grievance frequency). This implies that employee attrition makes a unique contribution to explain the variation in the criterion variable (low grievance frequency) in the Deposit Money Banks in Rivers State, Nigeria.

Regression Model 2 Showed the Extent to which Attrition affects Grievance Frequency

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.752 ^a	.606	.598	1.50602

a. Predictors: (Constant), Employee Attrition

Source: SPSS Version 22 Output, 2019

Model 2, above showed the empirical result of regression analysis (R-value =0.752) on the predictor variable: employee attrition had an effect on the criterion variable (team collaboration). While the empirical result of coefficient of determination (R^2 -value 0.606) indicates that attrition explain 60.6% increase in team collaboration in the Deposit Money Banks in Rivers State, Nigeria while the remaining 39.4% could be due to the effect of extra variables that is not included in the study.

Table 3 Regression Coefficients Result on Employee Attrition and Team Collaboration

Model	Coefficients ^a			t	Sig.
	B	Std. Error	Standardized Coefficients Beta		
1	(Constant)	2.848	.938	3.035	.005
	Employee Attrition	.106	.119		.378

a. Dependent Variable: Team Collaboration

Source: SPSS Version 22 Output, 2019

H₀₂: There is no significant relationship between Employee Attrition and team collaboration in the Deposit Money Banks in Rivers State, Nigeria.

Test of Hypothesis 2: Table 3 above indicates the empirical result of linear regression coefficients. The relationship between employee attrition and team collaboration was not significant with a ($t_{\text{cal.}} = 0.894$) and ($t_{\text{crit.}} = 1.96$) as the decision to reject or accept the hypothesis. The ($t_{\text{cal.}} = 0.894$) and significance level of ($P > 0.378$), indicates that there is no significance relationship between the study variables. Therefore, the null hypothesis is hereby accepted and stated that there was no significant relationship between employee attrition and team collaboration. Similarly, from table 4.22c, employee attrition as a predictor variable contributes ($\beta = 0.106$) to the variation of the criterion variable (team collaboration). This implies that employee attrition makes no contribution to explain the variation in the criterion variable (team collaboration) in the Deposit Money Banks in Rivers State, Nigeria.

DISCUSSION OF FINDINGS

The study used inferential statistical tools to examine the relationship between attrition and workplace harmony in the Deposit Money Banks in Rivers State, Nigeria. However, the findings indicates that the relationship between employee attrition and low grievance frequency was statistically positive and significant with a ($t_{\text{cal.}} = 2.152$) at a significant level of ($P = 0.039$). This implies that employee attrition makes a unique contribution to explain the variation in the criterion variable (low grievance frequency) in the Deposit Money Banks in Rivers State, Nigeria. it was also found out that employee attrition had no significant relationship with team collaboration with a ($t_{\text{cal.}} = 0.894$) at a significant level of ($P = 0.378$). This implies that employee attrition makes no contribution to explain the variation in the criterion variable (team collaboration) in the Deposit Money Banks in Rivers State, Nigeria. The present study in line with previous research of Gostick and Elton (2007) conclude that if employee attrition was conducted properly, it was revealed that employee attrition practice increase profitability and customer service levels, and heighten employee harmony and satisfaction. Caligiuri *et al.*, (2010) concludes that recognition leads to improved communication (employees are more likely to offer solutions and new ideas), better cooperation (employees are more likely to offer to help and go the "extra mile"), and decreased negative attitudes: absenteeism and turnover (employees will demonstrate higher job satisfaction and loyalty).

CONCLUSION AND RECOMMENDATIONS

From the findings it therefore concluded that there is a positive significant and insignificant relationship between attrition and workplace harmony in the deposit money banks in Rivers State, Nigeria. Specifically the study concluded that: attrition and low grievance frequency was statistically positive and significant. While attrition had no significant relationship with team collaboration and this implies that attrition makes no contribution to explain the variation in the criterion variable team collaboration in the Deposit Money Banks in Rivers State, Nigeria. Therefore, the study recommended that: Deposit money banks and their human resource managers need to continually carry out manpower recruit processes and planning to advance the attrition level of future workforce in the labor market prior to recruitment of employees. Furthermore, it simply requires managers to sit down, think about their future workloads, and decide how many people they need.

REFERENCES

- Agba, A. M. O., Ushie, E. M. & Agba, M. S. (2009). External factors in industrial crisis in Nigeria Civil Service. *Nigerian Journal of Labour Law and Industrial Relations*, 3, (3), 75-94.
- Aguenza, A. G. & Som, W. (2012). Development of employee engagement programme on the Basis of Employee Satisfaction Survey. *Journal of economic development, management, information technology, finance and marketing*, 4, (2), 27-37.
- Albert, T.A. & Yahaya, M.A. (2013). Challenges and prospects of effective industrial conflict resolution in Nigeria. *Journal of Social Science*, 36, (2), 199-208.
- Armstrong, M. (2010). *Armstrong's Essential Human Resource Management Practice: A Guide to People Management*. US: Kogan Page Limited.
- Armstrong, M. (2012). *A Handbook of Human Resource Management Practice*, (8th). Edition: London, Kogan Page.
- Becker, J. & Huselid, H. (1999). Methodological issues in cross- sectional and panel estimates of the human resources' firm performance link. *Industrial Relations*, 35(3), 400-422.
- Barringer, K. (2005). The impact of inter union conflicts on industrial harmony: The case of tertiary institution in Cross River State. *Nigeria, Malaysian Journal of Society and Space*, 8(4), 33-39.
- Boselie, J. (2005). Management practices and industrial harmony in oil and gas firms in Rivers State, Nigeria. *International Journal of Advanced Academic Research, Social & Management Sciences*, 2 (11), 2488-9849.
- Caligiuri, W. & Patel, I. K. (2010). The extent of industrial democracy in the Nigeria Banking Industry: A case study of First Bank of Nigeria Ltd, Ibadan Zone. M.Ed. Dissertation, Unpublished, Ibadan: University of Ibadan, Nigeria.
- Chan, H. S. Clarke, V. & Dainty, B. (2011). Improving industrial harmony and staff performance in a School organization: Through effective communication. *International Journal of Scientific Research in Education*, 6, (3), 263-270.
- Chiaburn, H. & Marinova, I. (2006). Modes of theorizing in strategic human resource management: Tests of universalistic, Contingency and configurational performance predictors. *The Academy of Management Journal*, 39, (2), 802-835.

- Chiaburu, H. & Tekleab, S. (2010). Human Resource Management and performance: Review and Research agenda. *The International Journal of human Resource Management*, 8, (3), 3445-367
- Chen, D. (2014). Human resource planning: A key factor in ensuring the effectiveness and efficiency of organization. *Journal of Emerging Trends in Economics and Management Sciences*, 4,(4), 388-396.
- Delery A. & Doty, K. (1996). The impact of human resource management practices on perceptions of organizational performance. *Academy of Management Journal*, 39, (4), 949-969.
- Ejiofor, D. A. & Mbachu, N. (2001). *Industrial Relations in Nigeria: Theory and Features*. Lagos: Labofin and Company.
- Frank, R., Finnegan, K. L. & Taylor, F. (2004). Avoidance of conflict for corporate advancement. *Nigeria Journal of Industrial Relation*, 2, (8), 30-36.
- Fleetwood, J. & Hesketh, A. (2008). *The performance of Human Resource: Towards a new Meta Theory*. Cambridge: Cambridge University press).
- Fubara, B.A. & Mguni, B.S. (2005). *Research methods in management*. Port Harcourt: Pearson Pub.
- Gostick, K. & Elton, B. A. (2007). Assessment of inter-professional team collaboration scale (AITCS): Development and testing. *Journal of Continuing Education in the Health Professions*, 32 (1), 58-67.
- Gray, D. S. & Wood, I. K. (1991). Measuring collaboration among grant partners. *American Journal of Evaluation*, 27(3), 383-392.
- Hassan, O. (2004). SCM and Organizational Performance: *Strategy and Innovation Aspect*. (Ph.D), University of Engineering and technology, Lahore.
- Hanson, F. (2006). Role of employers in enthroning harmony during transformation and industrial turbulence. A Paper presented at NUPENG National Workshop. Benin, Edo State: 31 August to 3rd September, 2006.
- Henneman, D., Lee, M. & Cohen, O. J. (1995). Social Dialogue, Industrial Harmony and National Development. *ThisDay* (Nigeria), 8 April, 2014.
- Huselid, M. A. (1995). The impact of human resource management practices on turnover, productivity and corporate financial performance. *Journal of applied psychology* 78(2), 774-780
- McGrath, C., Rosewarne, H. & Rittau, J. (2011). *Human Resources Management: Gaining a Competitive Advantage* (3rd Ed). Irwin Mc Graw Hill: NY
- Miller, S. (2008). *Training and retention in African public sectors: Capacity-building lessons from Kenya*. In M. S. Grindle (Ed.), *Getting good government: Capacity building in the public sector of developing countries* (125-153). Cambridge, MA: Harvard University Press.
- Miller, S. (1998). Using warehouse workforce flexibility to offset forecast Errors. *Journal of Business Logistics*, 25 (2), 251-269.
- Nkiinebari, N.P. (2014). Workplace democracy and industrial harmony in Nigeria. *International Journal of Innovative Research & Development*, 3, (1), 223-245.

- Nwokocha, I. & Iherirohanma, W. (2012). Sustainable Managerial Strategies for Employee Retention in Two Private Sector Organizations in Port Harcourt, Rivers State, Nigeria. Unpublished Ph.D Thesis, Ebonyi State University.
- Nwinyokpugi, N.P. (2015). Employee engagement and workplace harmony in Nigeria Civil Service. *International Journal of Innovative Research & Development*, 4, (2), 223- 234
- Osad, O.I. & Osas, U.E. (2013). Harmonious industrial relations as a panacea for ailing enterprises in Nigeria. *Journal of Asian Scientific Research*, 3, (3), 229-246.
- Osuala, E. C. (2005). *Principles and practice of small business management in Nigeria*. Fulladu Publishing Company.
- Otobo, D. (2005). *Industrial Relations: Theory and Controversies*. Lagos: Malhouse Press Ltd.
- Puttapalli, A.K. & Vuram, I.R. (2012). Training and development: Best practices. *Public Personnel Management*, 31(4), 507-516.
- Rotman, B. (2013). Instilling collaboration for inclusive schooling as a way of doing business in public schools. *Remedial and Special Education*, 17(3), 169-181.
- Rousseau, K. S. (1990). *Collaborative teams for students with severe disabilities: Integrating therapy and educational services*. Baltimore: Brookes.
- Sanker, L.M. (2012). *General and Industrial Management*: New York: Pitman Publishing Corporation.
- Sayles, L. & Straus, G. (2009). *Managing Human Resources*. Prentice Hall Inc.: New Jersey.
- Settoon, E. D. (1996). Human resource management practices in Nigeria. *Journal of Management and Strategy*, 2(2), 57-62.
- Thomson, K. & Perry, D. I. (2006). Manpower planning for high talent personnel. *Bureau of Industrial Relations*, University of Michigan, Ann Arbor
- Thomson, D., Perry, D. I. & Miller, S. (2008). Managing the training process: Putting the basics into practice. *Journal of European Training*, 18(6), 4-28.
- Thomson, D., Perry D. I. & Miller, S. (2007). Human resource management: Manufacturing strategy and firm performance. *Academy of Management Journal*, 39 (4), 836-866.
- Valentine, S. N. (2012). *Human Resource Planning in Human Resource Management*: A criticaltext, ed J. Storey, Routhledge, London.