

WORKFORCE PLANNING AND EMPLOYEE PRODUCTIVITY IN THE TOURISM AND HOSPITALITY SECTOR IN BAYELSA STATE

TONY TOMBRA YERIKEMA, Ph.D.

Internal Audit Unit, International Institute of Tourism and Hospitality, Yenagoa

Email: tony.tombra@iithyenagoa.edu.ng

Citation: Tony, T. Y. (2024). Workforce planning and employee productivity in tourism and hospitality sector in Bayelsa state. *International Journal of Tourism and Technology (IJTT)*, 2(1), 45-55

Abstract

This study was on the effect of workforce planning and employee productivity in tourism and hospitality sector in Bayelsa state. The specific objectives were to: ascertain the effect of recruitment and selection plans on task accomplishment in tourism and hospitality sector in Bayelsa; determine the effect of talent management plans on task accomplishment in tourism and hospitality sector in Bayelsa; and ascertain the effect of training and development plans on task accomplishment in tourism and hospitality sector in Bayelsa. The conclusion of the study reiterates the interconnections of various workforce planning components and their collective impact on employee productivity. It is recommended that tourism businesses implement rigorous recruitment and selection plans that prioritize candidates with both technical skills and cultural sensitivity, ensuring they are well-equipped to meet the diverse needs of tourists and deliver high-quality service.

Keywords: Workforce Planning, Project Management, Employee Productivity, Human Capital Theory

Introduction

The study of workforce planning on employee productivity in the tourism and hospitality sector in Bayelsa is essential due to the region's rich cultural heritage and potential for tourism development. Abeki and Ubebe (2023) stated that workforce planning involves forecasting the future needs of the organization in terms of the number of employees, their skills, and the allocation of resources to meet these needs (Gupta et al., 2020). In Bayelsa, where tourism is still developing, effective workforce planning is crucial to ensure that the sector can meet the demands of both local and international tourists. Employee productivity in tourism and hospitality sector is influenced by various factors including training, motivation, and working conditions. In Bayelsa, there is a need to enhance the skills of the workforce through continuous training programs that focus on customer service, hospitality management, and cultural sensitivity. Abubakar and Abigail (2024) stated that this is particularly important as tourists expect high standards of service and hospitality, which directly impacts their overall experience and satisfaction. Moreover, motivation plays a significant role in employee productivity. In the tourism sector of Bayelsa, motivating employees can be challenging due to limited resources and infrastructure. However, implementing incentive programs, providing opportunities for career advancement, and recognizing employees' efforts can significantly boost their morale and productivity. This, in turn, leads to better service delivery and a more positive tourist experience (Harrison, 2020).

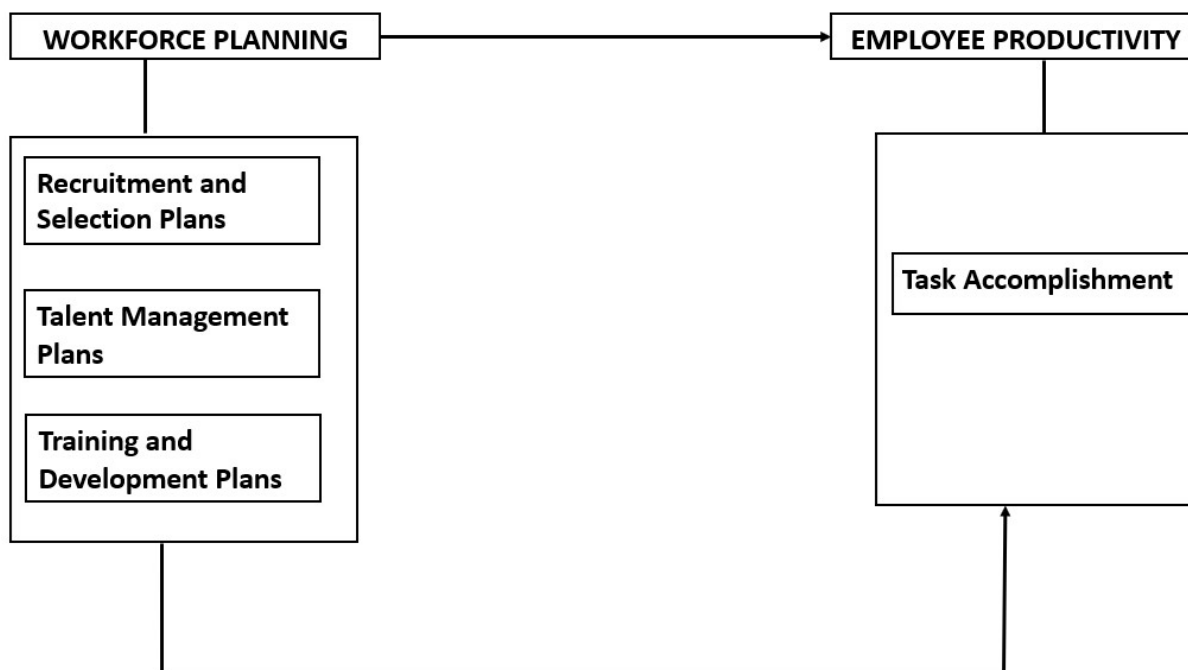
Working conditions also greatly impact employee productivity. In Bayelsa, improving the working environment by ensuring safety, adequate facilities, and a supportive organizational culture can enhance employees' performance. Addressing issues such as poor infrastructure and limited access to resources is essential to create a conducive working environment for tourism employees. Furthermore, workforce planning in tourism should consider the seasonal nature of the industry. AL-Qudah et al. (2020) stated that in Bayelsa, tourism and hospitality activities may fluctuate with seasons, requiring flexible workforce management strategies. Hiring part-time or temporary staff during peak seasons and reducing the workforce during off-peak periods can help maintain productivity without incurring unnecessary costs. Collaboration between the government, private sector, and educational institutions is also vital in workforce planning. In Bayelsa, such partnerships can lead to the development of tailored training programs, internships, and employment opportunities for the local population. This not only enhances the skills of the workforce but also ensures that the tourism sector benefits from a pool of well-trained and motivated employees (Sun et al., 2019).

Statement of the Problem

The tourism and hospitality sector in Bayelsa face significant challenges in optimizing employee productivity through effective workforce planning. One of the primary issues is the lack of skilled labor, which hinders the ability of the tourism industry to deliver high-quality services. Despite the region's potential for tourism development, the workforce often lacks the necessary training and expertise in hospitality, customer service, and cultural sensitivity. Booth, Chunhua and Meiyang (2019) stated that this skills gap directly impacts the quality of service provided to tourists, resulting in a subpar tourist experience and lower overall satisfaction. Another critical problem is the inadequacy of infrastructure and resources, which affects both the working conditions and productivity of employees in the tourism and hospitality sector. Poor infrastructure, such as inadequate transportation and insufficient accommodation facilities, creates additional challenges for employees who are often required to work in suboptimal conditions (Osman et al., 2020). This not only reduces their efficiency but also demotivates them, leading to high turnover rates and difficulty in maintaining a stable workforce. The seasonal nature of tourism in Bayelsa further complicates workforce planning. Tourism and hospitality activities in the region are subject to fluctuations based on seasons, festivals, and other events. Denisis and Griffin (2020) stated that this seasonality necessitates a flexible workforce that can scale up or down as needed. However, the lack of a strategic approach to managing this fluctuation results in either understaffing during peak seasons, leading to overworked employees and poor service, or overstaffing during off-peak times, leading to unnecessary operational costs (Mhlanga et al., 2020).

Additionally, there is a significant gap in collaboration between key stakeholders, including the government, private sector, and educational institutions. This lack of coordination hinders the development of comprehensive training programs and career pathways for individuals interested in pursuing careers in tourism. Without such collaborative efforts, the tourism sector struggles to attract and retain talent, thereby affecting long-term sustainability and growth. The motivation and morale of employees in the tourism sector are also critical issues that impact productivity. Gupta, Simerly and Li (2020) stated that in Bayelsa, low wages, limited career advancement opportunities, and a lack of recognition and incentives contribute to low employee morale. This, in turn, affects their performance and commitment to providing excellent service to tourists. Addressing these motivational factors is essential for improving employee productivity and ensuring the delivery of high-quality services (Booth et al., 2019).

Conceptual Framework



Sources: AL-Qudah et al. (2020); Harrison, (2020); Mhlanga et al. (2020)

Aim and Objectives of the Study

The aim of the study was to determine the effect of work force planning on employee productivity in tourism in Bayelsa. The specific objectives were to:

1. ascertain the effect of recruitment and selection plans on task accomplishment in tourism and hospitality sector in Bayelsa.
2. determine the effect of talent management plans on task accomplishment in tourism and hospitality sector in Bayelsa.
3. ascertain the effect of training and development plans on task accomplishment in tourism and hospitality sector in Bayelsa.

Literature Review

Concept of Work Force Planning

According to Abeki and Ubebe (2023), workforce planning is a fundamental process in human resource management that aligns with organizational strategy to ensure the appropriate number of personnel with the requisite skills is available at the right time and place to achieve both immediate and long-term organizational goals. This approach encompasses all major employee categories and skill sets. Denisis and Griffin (2020) distinguishes between two forms of HR planning: hard and soft. Hard HR planning primarily focuses on predicting the adequacy of the workforce in terms of numbers and necessary skills, often using historical data to forecast future needs. Conversely, soft HR planning considers broader organizational aspects such as culture, attitudes, and developmental needs in response to strategic business directions. Similarly, Sun et al. (2019) underscores this differentiation, noting that hard

workforce planning tends to center on quantitative aspects like labor supply and demand, which can quickly become outdated due to changing conditions. Horner, Brander and Lewis (2019) stated that soft workforce planning, on the other hand, addresses broader issues related to how people are deployed within the organization, emphasizing adaptability and strategic alignment.

The link between workforce and employee productivity

Workforce planning plays a crucial role in enhancing employee productivity. As an integral part of strategic planning, it forecasts changes in the organization's activities and their scale, while also identifying the essential competencies needed to accomplish its objectives, including both skills and behaviors. Fosu (2019) stated that it translates these strategic plans into specific personnel requirements, influencing business strategy by highlighting opportunities for more effective development and deployment of people to advance organizational goals. Additionally, workforce planning focuses on addressing potential challenges to ensure that the required personnel are available and capable of making significant contributions to the organization's success (Sun et al., 2019).

Employees Productivity

Employee productivity refers to the level of output or performance achieved by an employee within a given period (Shatanawi, 2020). It is a measure of how efficiently and effectively an employee completes their assigned tasks and responsibilities. Here are some factors that can influence employee productivity:

Clear Expectations: Employees need to have a clear understanding of their roles, responsibilities, and performance expectations. When expectations are well-defined and communicated, employees can align their efforts accordingly and work towards achieving their goals.

Training and Development: Providing employees with appropriate training and development opportunities enhance their skills and knowledge, enabling them to perform their tasks more effectively. Harrison (2020) stated that Continuous learning and professional growth contribute to improved productivity.

Supportive Work Environment: A positive and supportive work environment fosters employee productivity. When employees feel valued, supported, and empowered, they are more motivated to perform at their best. Open communication, collaboration, and recognition of achievements contribute to a conducive work environment (Mhlanga et al., 2020).

Task Accomplishment

Task accomplishment refers to the successful completion of assigned tasks and responsibilities within a specified timeframe. AL-Qudah et al. (2020) stated that it is the ability of employees to effectively execute their job duties and achieve the desired outcomes. Shatanawi (2020) stated that employees need to have a clear understanding of what is expected of them in terms of tasks, goals, and objectives. When expectations are well-communicated and understood, employees can align their efforts accordingly and work towards accomplishing their assigned tasks. Employees' competence and skills play a crucial role in their ability to accomplish tasks successfully. Having the necessary knowledge, expertise, and proficiency in their respective areas enables employees to perform their duties effectively and achieve desired outcomes. Gupta et al (2020) stated that efficient time management is essential for employees to prioritize tasks, allocate resources appropriately, and meet deadlines. Effectively managing time helps employees stay organized, focused, and productive, ensuring timely task accomplishment.

Recruitment and selection plans on task accomplishment.

Effective recruitment and selection plans are crucial for task accomplishment in the tourism and hospitality sector in Bayelsa. Booth et al (2019) stated that a well-structured recruitment plan ensures that the tourism and hospitality sector attracts candidates with the necessary skills, qualifications, and cultural sensitivity needed to meet the demands of tourists. This involves defining clear job descriptions and specifications that align with the unique requirements of the tourism and hospitality industry in Bayelsa. By outlining specific qualifications, experience, and competencies, tourism employers can attract candidates who are well-suited for the roles available. (Denisis & Griffin, 2020) the selection process must be rigorous and designed to identify candidates who not only have the right skills but also the right attitude and aptitude for the tourism sector. This involves using a variety of assessment methods, such as interviews, skill tests, and personality assessments, to evaluate candidates thoroughly. In Bayelsa, where tourism is still growing, it is important to ensure that the selection process identifies individuals who are adaptable and capable of delivering high-quality services in a dynamic environment. Horner et al. (2019) stated that one key aspect of recruitment and selection in Bayelsa's tourism sector is the emphasis on local hiring. By prioritizing local candidates, the tourism industry can benefit from employees who have a deep understanding of the local culture, traditions, and attractions. This not only enhances the authenticity of the tourist experience but also promotes community involvement and support for the tourism and hospitality sector. Additionally, local hiring helps to address unemployment and contributes to the economic development of the region. Training and development should be an integral part of the recruitment and selection plans. Once candidates are hired, providing comprehensive training programs ensures they are well-equipped to perform their tasks effectively. In Bayelsa, this could include training in customer service, hospitality management, and cultural sensitivity (Horner et al., 2019). Ongoing training and development opportunities help employees to continuously improve their skills and stay updated with industry trends, thereby enhancing their performance and productivity.

Talent management plans on task accomplishment.

Talent management plans are pivotal for achieving task accomplishment in the tourism and hospitality sector in Bayelsa. Apospori et al. (2019) stated that the first step in effective talent management is identifying and recruiting individuals with the right mix of skills, passion, and cultural awareness essential for the tourism industry. Given Bayelsa's unique cultural and ecological attractions, it is crucial to have staff who can embody and promote these local treasures authentically. This involves crafting job descriptions and selection criteria that prioritize not just technical skills, but also interpersonal abilities and a deep appreciation for Bayelsa's heritage. Once the right talent is onboarded, continuous training and development are necessary to ensure employees can meet the evolving demands of the tourism and hospitality industry. In Bayelsa, targeted training programs that focus on customer service excellence, multilingual communication, and eco-tourism practices can significantly enhance task accomplishment. Providing employees with regular opportunities to update and refine their skills ensures they remain effective and efficient in their roles, thereby improving overall service quality and customer satisfaction. Performance management is another critical component of talent management in the tourism and hospitality sector. Mathis and Jackson (2019) stated that regular performance reviews and feedback sessions help employees understand their strengths and areas for improvement. In Bayelsa, implementing a robust performance management system that includes clear goals, regular check-ins, and constructive feedback can drive higher productivity and better task execution. This system should also recognize and reward high performers, fostering a culture of excellence and motivation.

Training and development plans on task accomplishment

Training and development plans are essential for enhancing task accomplishment in the tourism and hospitality sector in Bayelsa. The first step is to conduct a thorough needs assessment to identify the specific skills and knowledge gaps among employees (Denisis & Griffin, 2020). Understanding these gaps allows for the design of targeted training programs that address the unique challenges and opportunities within the tourism industry in Bayelsa. By focusing on the areas that need improvement, training can be more effective and relevant to the employees' roles. Comprehensive training programs should include modules on customer service excellence, which is crucial for the tourism sector. In Bayelsa, where tourists expect warm hospitality and efficient service, training employees to handle diverse customer needs and preferences can significantly improve task accomplishment (Osman et al., 2020). Practical training sessions that simulate real-life scenarios can help employees develop the necessary skills to provide exceptional service and handle challenging situations with ease. Cultural sensitivity training is also important in Bayelsa's tourism and hospitality sector, given the region's rich cultural heritage. Employees should be trained to appreciate and promote the local culture, traditions, and attractions to tourists. Fosu (2019) stated that this not only enhances the tourist experience but also fosters a sense of pride and ownership among employees. By understanding the cultural context, employees can deliver more authentic and engaging services, leading to higher satisfaction and repeat visits.

Theoretical Review

Human Capital Theory

Human Capital Theory, popularized by economists Gary Becker, Theodore Schultz, and Jacob Mincer, refers to the collective stock of competencies, knowledge, social, and personal attributes that contribute to creating intrinsic and measurable economic value. This theory views individuals as economic entities in their own right, emphasizing investments in education, training, and skills development to enhance their productivity and economic worth. Apospori et al. (2019) stated that in the context of workforce planning and employee productivity in tourism and hospitality sector, Human Capital Theory plays a crucial role. In tourism, where the quality of service and customer experiences are paramount, having a well-trained and skilled workforce is essential for maintaining competitiveness and fostering industry growth. Workforce planning, influenced by Human Capital Theory, focuses on identifying the specific skills and competencies needed for different roles within the tourism sector, ensuring that employees receive adequate training and development to optimize their performance. Investing in human capital through targeted training programs improves the capabilities of tourism employees, enabling them to deliver superior service. In Bayelsa, where tourism potential is significant but underdeveloped, enhancing human capital can transform the sector by equipping employees with the skills to cater to diverse tourist needs and preferences. This results in higher productivity, as employees perform their tasks more efficiently and effectively, leading to improved tourist satisfaction and repeat business (Bali Al- Shatanawi, 2020). Workforce planning, informed by Human Capital Theory, involves strategic forecasting of future skills needs and aligning training programs accordingly. In Bayelsa's tourism industry, this means anticipating trends such as increasing eco-tourism and cultural tourism, and preparing the workforce to meet these demands (Sun et al., 2019). By continuously developing their human capital, tourism and hospitality businesses can stay ahead of market trends, ensuring they have the right skills in place to capitalize on emerging opportunities and enhance productivity.

Empirical Review

Saifalislam (2020) conducted a study to evaluate the impact of Human Resource Management (HRM) practices—specifically recruitment and selection, as well as training and development—on the organizational performance of Jordanian Public Universities. The sample comprised university staff and lecturers. To achieve the study's objectives, the researchers developed and administered a questionnaire, and analyzed the collected data using SPSS. The analysis of descriptive statistics and correlations revealed that both recruitment and selection, along with training and development, were significantly correlated with the university's organizational performance. The study recommended recognizing human resources as the organization's greatest asset, emphasizing the importance of attracting the right quality and quantity of people through effective recruitment and selection, developing employees' knowledge, skills, and abilities, and retaining them within the organization.

Mohammadnoor et al. (2020) examined the effect of human resource (HR) planning, training, and development on organizational performance within a Government Ministry in the Kingdom of Jordan. The study investigated the factors influencing HR planning, training, and development in Jordanian ministries, using a sample population of 166 respondents from HR departments across 23 ministries. To achieve the study's objectives, the researchers developed a questionnaire, collected the data, and analyzed it using SPSS. The overall analysis, based on descriptive statistics and correlation analysis, indicated that HR planning, training, and development were significantly correlated with the organizational performance of the Jordanian Ministry.

Horner et al. (2019) examined the impact of workforce planning on human resource management effectiveness and business performance. Findings of this study examined the relationship between workforce planning practices, HR effectiveness, and business performance in Dutch organizations. The results showed a positive association between effective workforce planning and both HR effectiveness and business performance. Workforce planning was found to enhance employee productivity through better workforce alignment with organizational goals.

AL-Qudah et al. (2020) studies Strategic workforce planning affect organizational performance. Findings of this study investigated the impact of strategic workforce planning on organizational performance in the United States. The research revealed a positive relationship between strategic workforce planning and financial performance metrics, such as return on assets and return on equity. Effective workforce planning was associated with higher productivity and profitability.

Mhlanga et al. (2020) examined workforce planning and performance: a systematic review of the effectiveness of workforce planning strategies. Findings of this systematic review analyzed multiple studies on workforce planning strategies and their impact on organizational performance. The review found consistent evidence of a positive relationship between effective workforce planning and employee productivity. Organizations that engaged in strategic workforce planning were more likely to achieve higher levels of productivity.

Booth (2019) studied workforce planning in health care: a systematic review of the literature. Findings of this review focused on workforce planning in the healthcare sector. The study found that workforce planning practices, when aligned with the organization's goals and future needs, positively influenced employee productivity and quality of care. Proper staffing levels and skill mix were identified as critical factors in enhancing productivity in healthcare settings.

Alajmi et al. (2021) examined workforce planning and organizational effectiveness in Kuwaiti private universities. Findings of this study examined the relationship between workforce planning practices and organizational effectiveness in private universities in Kuwait. The research found a positive association between workforce planning and employee productivity, suggesting that well-structured workforce planning practices contribute to higher academic and administrative productivity.

Blair (2019) studied workforce planning and firm performance: evidence from a longitudinal study of Canadian firms. Findings of this longitudinal study examined the relationship between workforce planning and firm performance in Canadian firms over a five-year period. The research revealed that firms that engaged in effective workforce planning experienced higher levels of employee productivity, lower turnover rates, and improved financial performance compared to firms that lacked comprehensive planning.

Sun et al. (2019) examined the impact of workforce planning on employee engagement and organizational performance. Findings of this study investigated the influence of workforce planning on employee engagement and organizational performance in a Chinese manufacturing company. The results indicated that strategic workforce planning positively affected employee engagement, which, in turn, contributed to higher levels of employee productivity and improved overall organizational performance.

Apospori et al. (2019) studied workforce planning and its impact on employee productivity in the hospitality industry. Findings of this study focused on the hospitality industry and explored the link between workforce planning practices and employee productivity. The research found that effective workforce planning, which included aligning staffing levels with demand and investing in employee training, led to increased employee productivity and enhanced customer satisfaction.

Gupta et al. (2020) examined workforce planning and employee productivity in the IT industry: A Case Study Approach Findings of this case study examined the impact of workforce planning on employee productivity in the IT industry. The research revealed that organizations that implemented workforce planning strategies, such as skills assessment, career development plans, and succession planning, experienced higher employee productivity and job satisfaction. These organizations were better equipped to identify and address skill gaps, leading to improved performance.

Mhlanga et al. (2020) examined workforce planning and employee performance in public sector organizations. Findings of this study focused on public sector organizations and explored the relationship between workforce planning and employee performance. The results indicated that effective workforce planning practices positively influenced employee productivity, job performance, and job satisfaction among public sector employees.

Booth et al. (2019) examined strategic workforce planning and financial performance in small and medium enterprises. Findings of this research examined the impact of strategic workforce planning on financial performance in small and medium-sized enterprises (SMEs). The study found that SMEs that engaged in workforce planning practices experienced higher levels of employee productivity, leading to improved financial performance and competitive advantage.

Osman et al. (2020) examined workforce planning and innovation: a mediating role of employee creativity. Findings of this study investigated the relationship between workforce planning, employee creativity, and innovation in organizations. The research showed that

effective workforce planning practices fostered employee creativity, which, in turn, positively influenced innovation and overall productivity.

Methodology

The researcher adapted the descriptive design. To empirically investigate workforce planning's impact on employee productivity in the tourism and hospitality sector from the knowledge of other previous scholar. The empirical studies would help guide the researcher on ensuring a comprehensive understanding of how workforce planning influences employee productivity in the tourism and hospitality sector of Bayelsa.

Conclusion

The conclusion of the study on workforce planning and its impact on employee productivity in the tourism and hospitality sector in Bayelsa highlights the critical role that strategic human resource management plays in the success and growth of the industry. Effective workforce planning ensures that the right number of employees with the appropriate skills and competencies are available to meet the demands of the tourism and hospitality sector. In Bayelsa, where tourism potential is vast but underdeveloped, structured workforce planning can significantly enhance service delivery, operational efficiency, and overall employee productivity. The study reiterates the interconnectedness of various workforce planning components and their collective impact on employee productivity. Effective workforce planning is not a standalone activity but a holistic approach that integrates training, motivation, flexibility, retention, technology, and community involvement. Each component plays a vital role in creating a productive and sustainable tourism workforce in Bayelsa.

Recommendations

Based on the empirical studies, the following recommendations were made

2. It is recommended that tourism and hospitality businesses implement rigorous recruitment and selection plans that prioritize candidates with both technical skills and cultural sensitivity, ensuring they are well-equipped to meet the diverse needs of tourists and deliver high-quality service.
3. For improved task accomplishment, tourism and hospitality businesses in Bayelsa should develop comprehensive talent management plans that include continuous professional development, performance management, and employee engagement strategies, thereby fostering a motivated and high-performing workforce capable of driving service excellence.
4. Tourism and hospitality enterprises in Bayelsa are advised to implement robust training and development plans that focus on customer service, technical skills, and cultural sensitivity, ensuring employees are well-prepared to handle their tasks efficiently and enhance overall productivity and guest satisfaction.

References

Abeki, S. O. & Ubebe, E. F. (2023). Human resources development and staff performance in state civil service: The Bayelsa experience. *FUOYE Journal of Finance and Contemporary Issues: 4(2)*, 9-17

- Abubakar, S. & Abigail, S. U. (2024). The impact of work environment on workers performance: a study of federal polytechnic Ekowe, Bayelsa State, Nigeria. *International Journal of Arts and Social Science*, 7(3), 12-18
- Alajmi, G., Deping, C. & Yongsheng, C. (2021) work force and employee productivity of listed manufacturing firms in Nigeria stock exchange. *Journal of Finance and Management*, 10(3), 79-86.
- AL-Qudah, S., Osman, R., Ab Halim, K. and Al-Shatanawi, U. (2020). Project complexity influence on project management performance – The Malaysian perspective". MATEC Web of Conferences. 66. doi:10.1051/mateconf/20196600065. ISSN 2261-236X.
- Apospori, G., Nikandrou, I., Brewster, K. & Papalexandris, M. (2019). Who benefits from training and R & D, the firm or the workers? *British Journal of Industrial Relations*, Vol.44, 473-495.
- BAlI Al- Shatanawi, K. (2020). Sales training: what makes it work? T+D Magazine, August, available at:www.astd.org/astd/Publications/TD_Magazine/2019_pdf/August/0708ExecSum.htm. Retrieved on 22-2-2020.
- Blair, B. (2019). Training, Productivity and Wages in Italy. *Labour Economics*, Vol.12, 557-576
- Booth, G., Chunhua, W. & Meiyan, S. (2019), Impact of work force on employee productivity of the listed trading companies in Sri Lanka, *International Journal of Scientific Research Publications*, 3(5), 1-9.
- Denisis, B. & Griffin, O. (2020). Human resource management. New York Houghton Mifflin Coy.
- Fosu, S. (2019), Work force, product market. competition and employee productivity: evidence from South Africa, university of Leicester, UK, *Journal of Management*, 1(8), 69-76.
- Gupta, L., Simerly, R. & Li, M. (2020), Work force and corporate performance: evidence from Jordan. *Management, Business and Finance Journal*. 16(7), 26-36.
- Harrison, M. (2020). Human Resource Management, Singapore . Thomson Asia Pte Ltd.
- Horner, S., Brander, J. A. & Lewis, T. R., (2019), Relationship between work force and performance: evidence based on information technology industry, *Journal of Management*, 10(3), 79-86.
- Mathis, L. & Jackson, H. (2019). Firm characteristics affect work force: an international comparison, *Journal of Management, Research*, 39(2), 637-660.
- Mhlanga, K. (2020). Human resource management practices: influence of recruitment and selection, and training and development on the organizational performance of the Jordanian Public University School of Business Innovation and Technopreneurship,

University Malaysia Perlis (UniMAP). *IOSR Journal of Business and Management (IOSR-JBM) Volume 16(5)*, (May. 2020), PP 43-46.

Osman, K., MohdSuberi Ab, M., Halim, I., Hamza, O., & Ali Al-Shatanawi, K. (2020). Linking human resource practices and organizational performance: Evidence from small and medium organizations in Malaysia. *Jurnal Pengurusan*, 32, 27-37.

Smith, D., Peterson, M. A & Rojan, R. G (2019), Determinants of corporate employee productivity, *Research Journal of Management*, 61(3), 183-199.

Sun, I., Ghosh, C., Nag, R. & Sirmans, C. (2019). Work force and employee productivity in financial sector: evidence from Australia, *Asian Journal of Finance and Management*, 10(3), 79-86.