

THE IMPACT OF HUMAN RESOURCE MANAGEMENT ON THE ATTAINMENT OF ORGANIZATIONAL GOALS

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Abstract

This study is an empirical inquiry into the impact of human resources management on the organizational performance of Simaro Super Feeds, Port Harcourt. The justifications are based on the significant contribution made by the company to the state economy in terms of employment opportunities as compared to other organizations in River State. HRM practices are limited to issues that are prevalent in Simaro Super Feeds, Port Harcourt. The research strategy used for the research was the empirical survey approach in order to collect quantitative data which was analyzed using descriptive statistical tool. The use of survey enables or enhances generalization to be conducted using findings generated from a sample size which is representative of the whole population. Data collected for this study were classified and presented in tables and weighed in percentage. The percentage here was used to indicate the proportion of respondents in the population with specific responses to a given question. The findings are that Human resource management increased the effectiveness and contribution of employees in the attainment of organizational performance, training and development of employees also had a significant relationship on organizational performance. The study recommended that, organizations should be concerned with how to improve quality of the product, service delivery and customer service by improving the quality and working condition of staff.

Introduction

A message frequently found in corporation mission statement and annual reports is that people are firm's most valuable resource. Having the right personnel at the right place and at the right time is utmost important to the survival and success of any organization (Oladipo, 2011). Firms proclaim that people are the source of their competitive advantage whether they be technology experts or visionary managers at a time of unparalleled technology development, it is human resource that spell success or failure for all firms, especially entrepreneurial one (Katz, Aldrich, Welbourn & Williams, 2000).

The people who make up organization-human resources are considered to be one of the most important resources of today's firms. People and how they are managed are becoming more important because many other sources of competitive success are less powerful than they used to.

The primary function of human resource management (HRM) is to increase the effectiveness and contribution of employees in the attainment of organizational goals and objectives. The success of an organization depends on the knowledge, skills and abilities of the organizations most important assets; its

employees. Without proper employee recruitment, selection, evaluation, and training aligned with the organizations core values and mission, the organization may not survive.

The essence of human resource management (HRM) popularly known as HR practice on organizational performance and employee attitude has been a leading area of research in many developed countries for decades. It's surprising to note that, a very few number of studies have been carried out on HR practice in the context of developing countries in general. Therefore, "conducting HRM studies in the other parts of the world, for example Africa will help to meet the shortage of empirical work in field of those parts of the world and also serve as a vehicle for comparative studies" (Huang, 2001:143).

The general objective of the study is to examine Human Resource Management and organizational performance the specific objectives are: To examine the effective use of employees in the organization towards the organizational performance of Simaro Super Feeds, Rivers State, to examine the impact of developing satisfactory relationship between workers and organizational performance of Simaro Super Feeds, Rivers State, to also investigate on how employees are motivated in the conducive work environment and its impact on organizational organizational performance of Simaro Super Feeds, Rivers State.

The following research questions were formulated to guide this study;

- What is the effect of employees in the organization towards the organizational performance of Simaro Super Feeds, Rivers State.?
- What is the impact of developing satisfactory relationship between workers and the attainment of

organizational performance of Simaro Super Feeds, Rivers State.?

- How one employee motivated in the conducive work environment and does it affect organizational performance of Simaro Super Feeds, Rivers State?

Based on the objectives of the study, the following hypotheses are formulated in null form employees do not have a significant relationship between organizational performances of Simaro Super Feeds, Rivers State., Developing satisfactory relationship does not have a significant effect on organizational performance.

Motivating employees in the conducive work environment does not have a significant relationship on organizational performance of Simaro Super Feeds, Rivers State.

The study concentrates on the impact of human resources management on the organizational performance of Simaro Super Feeds, Port Harcourt. The justifications are based on the significant contribution made by the company to the state economy in terms of employment opportunities as compared to other organizations in River State. HRM practices are limited to issues that are prevalent in Simaro Super Feeds, Port Harcourt. Beside the present study is restricted to the Simaro Super Feeds, Port Harcourt River State and may therefore limit the generalization of the findings. Every research study undertaken is done for a purpose, as it will have a positive contribution to both the academic and the society at large. The study therefore is significant in many ways; the work will be beneficial to the managers, as it will provide proof to the extent to which human resource influences have impacted the key functional

areas of the organization. Paramount in all is that it will increase the researcher's orientation, knowledge and understanding of the subject area. Also the study will be important to the management of Simaro Super Feeds, Port Harcourt in that it x-rays the various HRM policies that will increase job performance and enhance the attainment of organizational performance.

The study will be relevant to students of management as it will provide them with a body of knowledge on the effect of human resources on organizational goals. The study will also assist in sanitizing policy makers on the effect of human resources on organizational goals. It will broaden scholars knowledge on human resources process. It will provide additional source of secondary data to other researchers who might find it relevant and useful to their inquiries.

Literature Review

Theoretical Framework

The theoretical underpinning of this research is modeled after these learning theories

Human capital theory:

Human capital refers to the productive capabilities of people. It is recognition that people in organizations and businesses are important and essential assets who contribute to development and growth in a similar way as physical assets such as machines and money.

According to human capital approach any expenditure in training, development, health etc of employee could be considered as an investment, not just an expenses. This is because skills, experience and knowledge have economic value to organization, hence, they enable organization to be productive and adaptable.

Resource based theory:

This as a concept has developed from the study of strategic management as a discipline. The primary assumption of this view is that organization can be successful if they gain and hold on to a competitive advantage. Competitive advantage is gained by implementing a value creating strategy that competitors cannot easily copy and sustain (Barney, 1991) and for which there are not ready substitutes. In other to gain competitive advantage, two conditions are have to be met; first, the resources available to competing firms must be variable among competitors and second, these resources must be immobile (i.e. not easily obtained). Presumably, the extent to which HRM can be used to gain competitive advantage and the means of doing so are partly determined by the environment in which organizations operate (Snell, Youndt & Wright, 1996).

Understanding the concept of human resource management

Human resource management (HRM) is the management of activities to attract, develop, motivate and maintain a high performance workforce within the organization (Harvey & Bowin, 1996, 6). HRM involves the following characteristics. First, it focuses on horizontal authority and reduced the chain of command. The second characteristics are that the role of human resource professionals is to support and facilitate line managers who have the direct responsibility of managing personnel. The third perspective is that, Human Resource Management is proactive and focused on corporate level planning. Fourthly, those employees are seen as subjects who have potential to develop and grow both the organization and themselves. Another aim of Human Resource Management is to specify employee's potential and develop it in line

with the needs of the organization. Finally, HRM holds the view that the management and non-management have a common interest in the success of the organization (Goss, 1994).

Objectives of human resource management functions

Other roles of HRM is to increase organizational effectiveness in several ways, firstly, HRM implications serves the organization to reach its goal and objectives. In order to reach this objective, HRM both aims to employ skills and abilities of workforce efficiently and provides the organization with well-trained and well-motivated employee. Human resource activities also help to maintain ethical policies and behavior within the organization. Next, HRM is responsible for communicating organization's policies to all employees. It aims to increase the employee job satisfaction and self-actualization. These activities also aim to develop and maintain a quality of work life that makes employee in the organization more desirable. Finally, an important objective of human resource activities is to manage change and trends occurring in the field of HRM. Consequently, the benefit to employees, group, organizations, and the public are enhanced.

Armstrong (2006) observes that the assumption underpinning the practice of human resource management (HRM) is that people are the organization's key resource and organizational performance largely depends on them. Therefore if an appropriate range of human resource policies and processes are developed and implemented effectively, then human resource will make a substantial impact on organization performance. Boohene and Ausinura (2011) argue that the case for an association between human resource

management and organizational performance is based on two arguments. The first one being that the effective deployment of human resource offers one of the most powerful bases of competitive advantage. The second argument is that effective deployment of human resource depends on the application of a distinctive combination of practices, or the use of a consistent set of human resources practice.

Human resources management (HRM): An imperative tool for achieving competitive advantage

"The desire of every organization is to achieve a competitive advantage and stay ahead of competitors by delivering high value to both internal and external customers through bench marking the best practice" (Inyang, 2010:23-31). Cohen (1999) also opines that organizations remain competitive when they support and implement continual and transformation change. In response to these changes, organizations are increasingly realizing the importance of human resources competitiveness as essential to organizational survival and success. This has created a paradigm shift as to the ways in which people should be managed, and this further drives the concern for human resource management. The essence of HRM is that people are regarded as competitive asset to be led, motivated, deployed in a way that contributes directly to the attainment of organizational goals (Husynski, 2002).

Modern day organizations are in quest of gaining competitive advantage over their competitors and the belief is emerging that human resources are those strategic assets that can led an organization to add value over their competitors. There is also a growing belief that if organizations have to

survive and thrive in a global economy, they require world-class human resource (HR) competencies and the process for managing them (Khanderkar, 2005).

Human resources are more likely to produce competitive advantage because they often are truly rare and that the effective management of human resources is critical to obtaining organizational success (Jackson & Schuler, 1999). The basic premise on which human resource management is based is that human resources are strategic and valued assets and a source of competitive advantage. Competitive advantages are those abilities, capacities, resources and decisions that underline an organization's capacity to survive and maintain its position. Management of people is increasingly being considered as one of the key links to generating a competitive advantage.

Employee recruitment and organizational performance

The process of recruitment and selection in any organization is taken seriously by human resource managers. This is because the success of any organization or efficiency in service delivery depends on the quality of its workforce who was recruited into the organization through recruitment and selection exercise (Ezeali & Eziagu, 2010). This process has to do with getting the best applicant for a job. Recruitment is the process of attracting a sufficient number of individuals with right profile in terms of qualifications, experience, skill and other relevant attributes to indicate their interest in working for the organization (Obikeze & Obi, 2004). Okoh (2005) notes that recruitment of qualified applicant, paired with a reliable and valid selection regime, will have a substantial influence over the

quality and type of skills new employees possess. The aim of recruitment is to ensure that the organization's demand for manpower is met by attracting potential employees in a cost effective and timely manner.

Human resource planning

Human resource planning is the process by which management ensures that it has the right personnel, who are capable of completing those tasks that help organization to achieve its objectives. Human resource planning could also be viewed as a system of matching the supply of people internally (existing employees) and externally (those to be hired and searched for) within over a given time frame (Dyer and Rule 1991:162). Management strives to have the right number of people at the right places at the right time to do the right things which result in both the organization and the individuals receiving the maximum long-range benefit.

Human resource planning consists of four basic steps. First, effect of general objectives of organization on specific organizational units is determined. Next, skill, expertise, and total number of employees are defined in order to achieve the organization and departmental objectives. In the third step, additional human resource requirements are determined in the light of the organization's current human resources. The final step involves the development of an action plan to meet the anticipated, human resources needs.

According to Wickstrom (1996) human resources planning consists of series of activities:-

1. Forecasting future manpower requirement in terms of mathematical projections of trend in

the economic environment and development in industry, or in terms of judgmental estimation based upon the specific future plans of the company.

2. Making an inventory of present manpower resources and assessing the extent to which these resource are employed optimally.
3. Anticipating manpower problems by projecting present resources into the future and comparing them with the forecast of requirements to determine their adequacy, both quantitatively and qualitatively.
4. Planning the necessary programmes of requirement selection, training development, utilization, transfer, promotion, motivation and compensation to ensure that future manpower requirement are properly met.

Need for human resource planning

Human resource planning is deemed necessary for organization in the following ways:- To carry on its work, each organization needs personnel with the necessary qualifications, skills, knowledge, work experience and aptitude for work. These are provided through effective manpower planning.

Since a large number of persons have to replace those who have grown old, who retire, die or become ill and there is a constant need for replacing such personnel, otherwise the work would suffer. Human resources planning is essential because of frequent labour turnover which is unavoidable and even beneficial because it arises from factors which are socially and economically sound such as voluntary quits, discharge, marriage, promotion, or factors

such as seasonal and constant ebb and flow in the work place in many organizations.

Manpower planning is also needed in order to identify areas of surplus personnel or areas which there are a shortage of personnel. If there is surplus, it can be redeployed and if there is a shortage, it can be made good.

Human resources management practices and organizational performance

Several studies have been shown that a firm's human resource (HR) creates value in the organization in different ways. It helps organization to allocate its human resources more effectively, promote operating efficiency, encourage creativity and innovation (Dyer, 1993; Walker, 1980). Gomez-Mejia, Balkin and Cardy (2003) also noted that, it enables the organization cope more effectively with the challenges of environmental changes, encourages a more proactive management style, transmits organizational goals clearly and motivates greater involvement by line managers in HR management concerns.

Business organizations are set up to achieve certain predetermined objectives of their owners. Primary among these objectives are earning a certain percentage of net income, attaining a certain market share, maximizing shareholders values etc. To achieve these objectives, it is imperative for business organizations to set targets and performance standards against which management effort can be measured (in terms of achievement relative to expectation).

Bernardin and Russel (2003) are of the view that, performance is the outcome of work because it provides the strongest link to the strategic goals of the organization, customer satisfaction and economic contributions. Performance is a multi-

dimensional construct, measurement of which varies depending on a variety of factors and the function of the organization that is being measured.

Staff performance appraisal and organizational performance

The process of performance management, according to Campbell and Adebayo (2007), involves a continuous judgment on the behaviour and performance of staff. It is important that employees know exactly what is expected of them, and the yardstick by which their performance and results will be measured. A formalized and systematic appraisal scheme will enable a regular assessment of the individuals performance, highlight potential and identify training and development needs. Most importantly, an effective appraisal scheme can improve the future performance of staff. The appraisal scheme can also form the basis for a review of financial rewards and planned career progression.

Boohene, (2011) suggest the following steps in conducting a performance appraisal, scheduling, preparing for the review and conducting the review. Scheduling the review involves notifying the employee ten days or two weeks in advance; asking the employee to prepare for the session by reviewing his or her performance, job objectives and development goals; and clearly stating that this will be the formal annual performance appraisal. Preparing for the review entails reviewing the performance documentation collected throughout the year while concentrating on work pattern that have developed; being prepared to give specific examples of above or below average performance; when performance falls short of expectations, determining what changes need to be made. If performance meets or exceeds

expectation, discussing this and planning how to reinforce it. After the appraisal is written, setting it aside for a few days and then reviewing it again; and following whatever steps are required by the organization's performance appraisal system.

Employee compensation management: An imperative tool for the achievement of organizational performance

Compensation (reward and benefits) management is concerned with the formulations and implementation of strategies and policies, the purpose of which are to reward people fairly, equitably and consistently in accordance with their value to the organization and thus help the organization to achieve its strategic goals. It deals with systems (reward processes, practice and procedures) that aim to meet the needs of both the organization and its stakeholders (Armstrong 2006). He further presents that the philosophy of reward management recognizes that if human resource management is about investing in human capital from which a reasonable return is required, then it is proper to compensate people differently, according to their contribution. (i.e. the return on investment they generate). Additionally, the philosophy of compensation management also recognizes that it must be strategic in the sense that it addresses longer-term issues for what they do and what they achieve.

Training and development

For the attainment of organizational goal training and development constitute a subsystem in the most dynamic of all resources of any organization; therefore, considerable attention must be given to human development in the organization. Training implies preparation for an

occupation or for specific skills; it is job-oriented rather than personal. While development implies a broader view of knowledge and skill acquisition than training, it is less job-oriented than career-oriented. It is concerned more with employee potential than with immediate skill; it sees employees as adaptable resources. Training according to Armstrong (2001) is the use of systematic and planned instruction activities to promote learning. It involves the use of formal processes to impact knowledge and help people acquire the skills necessary for them to perform their jobs satisfactorily. The focus of training is on practical skills and is concerned with applying and implementing techniques and processes. Therefore training is investing in people to enable them to perform well and empower them to make the best use of their natural abilities.

Development means learning that is not necessarily related to the employee's current job. Instead, development prepares employees for other positions in the organization and increases their ability to move into the job that may not yet exist. Development may also help employees prepared for changes in their current jobs, such as changes resulting from new technology, work designs on customers. Development therefore is all about preparing for change in the form of new jobs, new responsibilities, or new requirements. Employees development is a necessary effort of a company to improve quality and to meet the challenges of global competition and social change. (Noe, Hollenbeek, Gerhart & Wright, 2004).

Methodology

Research design describes the approach or the scheme which defines the tool and strategies of the research. Ayara (2003) refers to research design as the

conceptual framework within which an investigation is conducted. In this study, the explanatory research designs were used since it seeks to establish the effect of HR management on the attainment of organizational goal. This is a case study research work that use a selected number of HRM practice to get empirical data on HRM practice and how they affect organizational performance.

The research strategy used for the research was the survey approach in order to collect quantitative data which was analyzed using descriptive statistical tool. The use of survey enables or enhances generalization to be conducted using findings generated from a sample size which is representative of the whole population.

The data for this study was collected from two main sources: primary and secondary data source.

Primary Data:

The primary data source was the original data that was collected and analysed by the researcher from the field. These were mainly obtained from the response of respondents to self-completion questionnaires, semi structured interviews and participant observation recordings.

Secondary Data:

This source of data is the data collected by the researcher other than the use of the information. This kind of previously collected information is not case specific but it can be relevant to the studied problem. (Lindstrom et al 2010) this study to a significant extent depended on information about regional branch of a multimillion corporation (SUPER FEEDS) and their HRM practices relevant materials, documents information.

Available handbooks, annual reports, performance reports, employment policies,

relevant information from the organization’s website, blogs, journals, newsletters and other documented materials made up the secondary data used by the researcher. The data obtained from the source were scrutinized for reliability, validity, adequacy and suitability in answering research questions. The use of multiple independent source of data was to establish the truth and accuracy of any claim; thus it is expected to enhance the reliability and validity of the study.

Study Population

According to Osuala (2001), population comprises the totality of units having certain defined characteristics in common. The population of this study covered all the permanent workers comprising of junior, senior and management staff of Simaro Super Feeds, Rivers State has a total population of five hundred and seventy-five (575) permanent employees of which four hundred and three as male and one hundred and seventy two are female. It is from this targeted population that the representative sample size was drawn for the study. They were considered to be in better position to supply dependable data based on their perceptions regarded HRM and the attainment of organizational goals.

Sample and sampling technique

In view of the researcher’s inability to reach out to the entire population, and since the population adopted in this study is known, the researcher decided to use Taro Yamane formula as cited by Anyanwu (1994) in determining the sample size for this study. The formula for the sample size is presented as follows:

$$n = \frac{N}{1+N(e)^2}$$

Where

- n = Sample size
- N = Actual population
- e = Tolerable error
- N = 250, e =5% (0.05)

Then

$$n = \frac{250}{1+250(0.05)^2}$$

$$n = \frac{250}{1+250(0.0025)}$$

$$n = \frac{250}{1+0.625}$$

$$n = \frac{250; n=154}{1.625}$$

Therefore, the sample size is 154, and then figure signifies 61.6percent of the population.

$$\frac{154 \times 100}{250} = \frac{15400}{250} = 61.61percent$$

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Source of data and data collection method

Questionnaire and interview technique were used to collect data for this study. The questionnaire served as the principal instrument for data collection. It was constructed in such a way that all relevant data needed for testing the hypotheses and determining the impact of human resources management (HRM) on the organizational performance.

The respondent were given specific date and time that the questionnaires will be collected from them, since it was not possible for all the respondents to fill and return the questionnaires the same date. The researcher adopted persuasion and public relation approach with the respondents. During interview and personal observation of activities, event and the work

environment for possible direct judgments which were relevant for the research exercise.

Secondary data were also used in this research, particularly literature review. This data were collected through intensive library search and reading textbooks, journals etc. and other relevant documents. The researcher also gathered useful secondary information (data) through internet connectivity as well as the use of company publications and reports.

Data analysis technique

The nature of the data collected determines the type of statistical tool for analyzing it. Data collected for this study were classified and presented in tables and weighed in percentage. The percentage here was used to indicate the proportion of respondents in the population with specific responses to a given question.

The following analytical techniques were used in analyzing the data obtained.

(a) Percentage (%) $f/n \times \frac{100}{1}$

Where

f = frequency of respondents in category

n = total number of respondents

(b) The response alternative were assigned the following values on a five (5) point likert scales

Strongly agree-	-	-	-	-
(SA)	-	-	-	5
Agree	-	-	-	-
(A)	-	-	-	4
Disagree	-	-	-	-
(U)	-	-	-	3
Disagree	-	-	-	-
(D)	-	-	-	2
Strongly disagree-	-	-	-	-
(SD)	-	-	-	1

The frequency of each category was multiplied by the score value of the responses alternative.

(c) The hypotheses formulated were tested using pearson movement correlation coefficient denoted by small letter "r"

Do training and development of employees have impact on organizational performance

Responses	Number of respondents	Percentage
SA	60	40.00
A	40	26.70
U	30	20.00
D	15	10.00
SD	5	3.33
Total	150	100.00

Source: Responses to research question

Correlation between training and development of employees and organizational performance

X	Y	XY	X ²	Y ²
60	5	300	3600	25
40	4	160	1600	16
30	3	90	900	9
15	2	30	225	4
5	1	5	25	1
150	150	585	6350	55

Summary Of Findings, Conclusion and Recommendations

Summary of findings

The major findings of the study include;-

1. Training and development of employees had a significant relationship on organizational performance
2. Recruitment and selection had a significant relationship on the attainment of organizational performance.
3. Human resource management practices had a significant relationship with organizational performance of Simaro Super Feed.
4. Human resource management increased the effectiveness and contribution of employees in the attainment of organizational performance.
5. Recruitment and selection procedures, management development and training activities linked to the needs of the business.

Conclusion

Human resource management is the process of developing, applying and evaluating policies, procedures, methods and programmes relating to the employment, motivation, maintain and management of people in the organization. Human resource management comprises a set of practices and policies designed to maximize organizational integration, employee commitment, flexibility and quality of work. The practice of human resource management encompasses all aspects and characteristics of how people are employed and managed in an organization. Human resource management

consists of five main activity areas that operate in an overlapping continuum. Planning, staffing, compensation and reward, employee training and development and employee relations.

Modern business organizations are in quest of gaining competitive advantage over their competitors and the belief is emerging that human resources are those strategic assets that can lead an organization to add value over their competitors. They are more likely to produce competitive advantage and human resources is critical to obtaining organizational success.

Recommendations

The following recommendations are proffered

1. The organizations should be concerned on how to improve quality and quantity of the product, services delivery, customers relations and human resources so as to achieve growth.
2. The management should adopt good human resources policies that would boost corporate performance.
3. The organization should focus on corporate level planning.
4. The management should specify employee's potential and develop it in line with the need of the organization.
5. The management should design policies to maximize organizational integration, employee commitment, flexibility and quality of work.
6. Management should invest adequate funds for human resources management research and development.

7. The organization should also help to maintain ethical policies and behaviour within the organization.

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