

HUMAN CAPITAL DEVELOPMENT PRACTICES AND ORGANIZATIONAL EFFECTIVENESS OF LIFE INSURANCE COMPANIES IN RIVERS STATE

EBHODAGHE COLLINS UWAGBALE¹

PROF. G. I. UMOH²

DR. (MRS) EDWINAH AMAH³

¹University of Port Harcourt, Department of Management, Rivers State, Nigeria.

²Department of Management, University of Port Harcourt, Rivers State, Nigeria

³Department of Management, University of Port Harcourt, Rivers State, Nigeria.

ABSTRACT

This study evaluates the interrelationship between Human Capital Development Practices And Organizational Effectiveness of selected five Life Insurance Companies In Rivers State, the study utilized primary sourced data gotten through structured questionnaires which were distributed to a sample of 63 respondents, the study utilized the cross-sectional survey design as carried out using the spearman rank order, findings from the study show that human capital development practices through its dimensions of training and mentoring, significantly affects organizational effectiveness, thereby facilitating employee satisfaction and customer satisfaction. Hence, effectiveness outcomes such as employee satisfaction and customer satisfaction can be attributed as consequences to manifestations of human capital development practices. In line with the findings, it was recommended that training within organizations should be conditioned in such a way that workers are presented with specific and well defined skill-sets that will further enhance their productivity levels on the job as well as their relationship with co-workers, their superiors and customers of the organization. Task configurations within organizations should also follow structures which allow for mentoring within and learning through collaboration, such that workers are offered a sense of placement and meaning within the organization, thereby facilitating a more committed and productive workforce which would further enhance the effectiveness of the organization with regards to employee satisfaction and customer satisfaction.

Keywords: *Human capital development, organizational effectiveness, Training, Mentorship, Employee Satisfaction, Customer Satisfaction.*

1.0 INTRODUCTION

Organizational effectiveness is a critical issue for today's organizations in Nigeria and elsewhere, especially in this era of globalization, where increasing competition and environmental uncertainty have forced many an organization to falter or die. Cummings and Worley (1989) wrote that an effective organization is able to solve her problems, has both high quality of work life and high productivity, is able to attract and motivate effective employees who perform at high levels, and finally, their performance is responsive to the needs of external stakeholder. External stakeholders are stockholders, customers, suppliers, and government agencies that provide the organization with resources and legitimacy. Organizational effectiveness is the concept of how effective an organization is in achieving the outcomes the organization intends to produce (Mitchell, 2012; Etzioni, 1964). Etzioni posits that when something is deemed effective, it means it has an intended or expected outcome, or produces a deep, vivid impression. In business, examples of outcomes include, but not limited to, profit, growth and job satisfaction.

For over thirty years, organizational effectiveness has been an area of research activity over the years (e.g. Mitchell, 2012; Green & Greisinger, 1996; and Agyris, 1962) and scholars have identified both the enablers and measures for this important management construct. Chakravarthy (1986), for example, identifies different conceptions of effectiveness including profitability, financial-market, multi-stakeholder satisfaction, and quality of firms' transformations (Henri, 2003).

Rapid socio-economic development has been observed to depend essentially on the calibre of human capital in a nation (Awopegba, 2001). She further states that although Nigeria is one of the most populous nations in Africa, the country is still largely under-developed. This can be attributed partly to the unplanned efforts towards the development of human capital through education and training. Consequently, the country has been scored low by the United Nations in terms of its human development indicators such as life expectancy, literacy and economic growth rates. It stands to argue that human capital development is equally important in increasing organizational effectiveness, and other associated benefits. There is little doubt that having a skilled and efficient human resource that contributes meaningfully to achieving the goals and objectives of an organization is a sine qua non for success. Human resource managers have developed means for improving how organizations recruit, assign, evaluate and improve their workforce. Since organizations are undergoing fundamental shifts in the ways they conduct business; effective organizations must view the above thrust seriously (Youndit, 2000).

In the present globalized market place, business firms, irrespective of their industry, are constantly exposed to competitions. Thus, it is essential for organizations to reach their best performance levels. Having a consistent high performance is possible if organizations are able to meet the demands of the market and to respond to market changes on time (Owen, Mundy, Guild, & Guild, 2001). To obtain and maintain a competitive advantage, it is essential for them to rely on their human capital as a resourceful asset. Designing a strategy

to enhance organization's productivity to improve market share of the organization is a critical area of concern (Marimuthu, Arokiasamy, & Ismail, 2009).

The annual reports of many corporations in North America, Europe and Asia show that their human capital and intellectual property are their most important assets (Lawler & Boudreau, 2012). To develop and maintain a competitive edge, it is important that firms leverage on their workforce as an economical weapon. Strategies for improving employees' productivity to drive higher value/returns for the firms are therefore worth focusing on. Firms strive to optimize their workforce through adequate human capital development programmes not only to achieve immediate business goals but most importantly, for long term survival and sustainability. To accomplish this responsibility, firms need to invest resources to ensure that employees have the knowledge, skills, and competencies they need to work effectively and efficiently in a fast changing and complex business environment. In response to these changes, most firms have incorporated the development of their human capital into their culture

Human capital development practices have become a part of an inclusive general effort to achieve cost-effectiveness and optimal organizational effectiveness. This research paper attempts to look into the link between human capital development practices and organization's effectiveness in the insurance industry. While there are many factors that can contribute to an organization's performance or effectiveness such as funding, government policies, technology etc. this paper will focus on only one of the factors i.e. human capital development practices.

Human capital development practices are the part of human resource management that specifically deals with training and development of the employees in the organization. Human capital development practices includes training a person after he or she is first hired, providing opportunities to learn new skills, distributing resources that are beneficial for the employee's tasks, and any other developmental activities.

Development of Human capital practices is essential for any organization that would like to be dynamic and growth-oriented. Unlike other resources, human capital development practices have rather unlimited potential capabilities. These potentials can be harnessed only by creating a climate that can continuously identify, bring to surface, nurture and use the capabilities of people. Human capital development practices aims at creating such a climate. A number of involvements human capital development practices have been developed in recent years to perform the above task based on certain principles. This work provides an understanding of the concept of human capital development practices system, related mechanisms and its changing boundaries.

Human capital development concept was first introduced by Leonard Nadler in 1969 in a conference in USA. "He defined human capital development as those learning experiences

which are organized, for a specific time, and designed to bring about the possibility of behavioural change”.

Human capital development is the framework for helping employees develop their personal and organizational skills, knowledge, and abilities. Human capital development practices includes such opportunities as employee training, employee career development, performance management and development, coaching, mentoring, succession planning, key employee identification, tuition assistance, and organizational development.

The focus of all aspects of human capital development practices is on developing the most superior workforce so that the organization and individual employees can accomplish their work goals in service to customers.

Africa currently has the lowest insurance penetration rate of 3.5% in the world. North America and Europe have insurance penetration at 7.4% and 6.8% respectively. Insurance penetration in Nigeria, Africa’s largest economy by GDP, is abysmally low at a mere 0.6%, compared to 15.4 % penetration in South Africa, 7.7% in Namibia, 3.4 % in Kenya, and 3.0 % in Morocco (Business Day, August 26, 2015).

Insurance penetration in sub Saharan Africa is significantly low below the emerging market average. However, only life insurance penetration is below expectations given current income levels in the region. In non-life insurance, motor and business lines related to the extraction of oil, gas and other non-renewable natural resources form the bulk of business while personal non-life business lines account for a very low share. The situation is akin in the life sector where individual take-up of life insurance is low and group business dominates. (Swiss Reinsurance Company, (2015).

As noted by Favara (2003 and Levine (2004), research efforts so far have not thoroughly examined the impact of other financial instruments/markets, more specifically the insurance industry on economic growth in similar depths compared to the vast literatures focusing on banks, stock and bond markets and their respective environments.

This research will look at the concepts of human capital and organizational effectiveness. Also we seek to examine the role of organizational culture in moderating the relationship between human capital development practices and organizational effectiveness of insurance companies in Rivers State, Nigeria.

Conceptual Framework

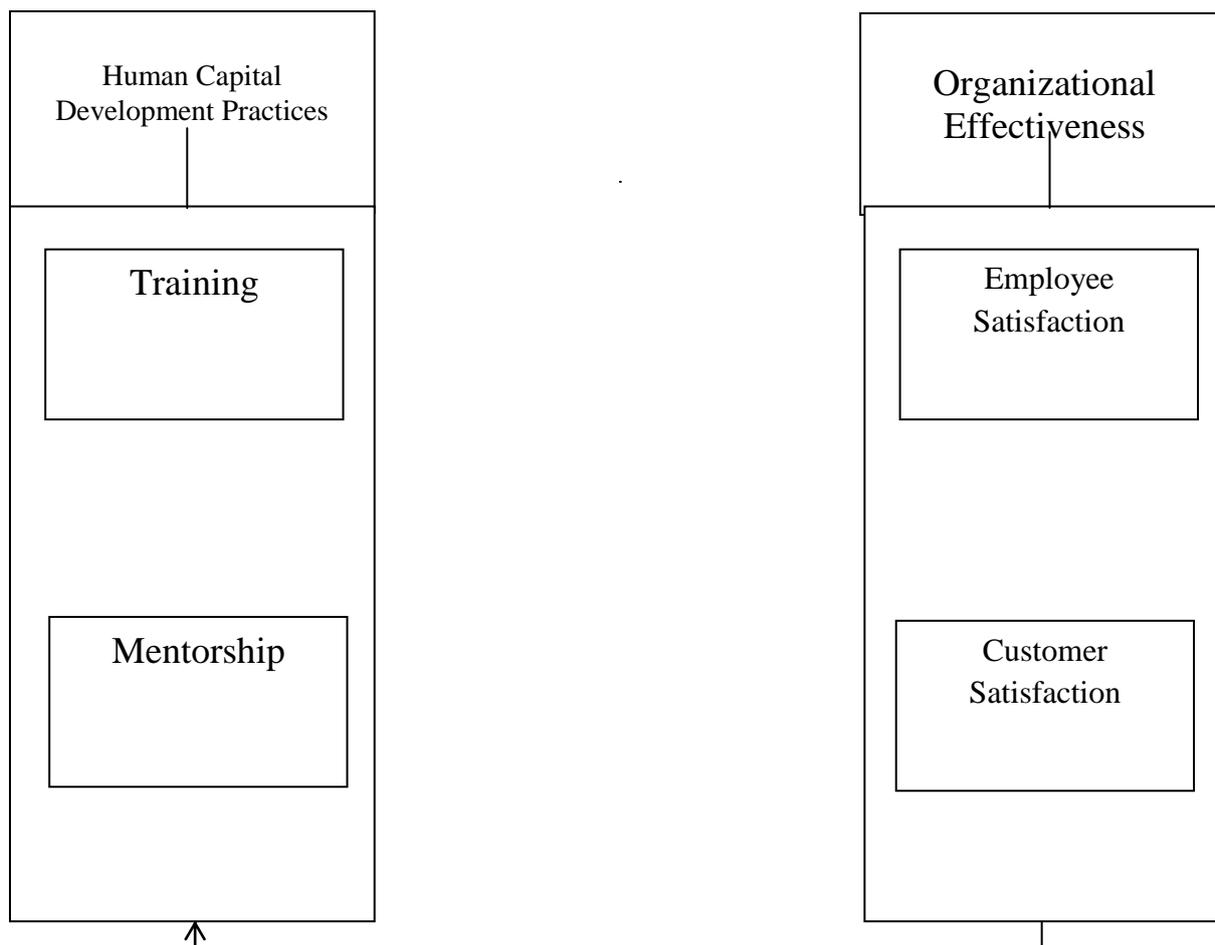


Fig 1.1: Conceptual framework depicting the relationship between the independent and dependent variables for this study. The measures for organizational effectiveness were adopted from Cummings and Worley (1993), while the dimensions of human capital development practices came from Molnar & Rogers, (1976).

1.1 Aim of the Study

Against the backdrop of the insurance industry restructuring aimed at strengthening the inefficient and weak insurance sector carried out by the National Insurance Commission (NAICOM) in 2005 which culminated in about only 49 companies scaling the recapitalization hurdle of 150 million naira to 2 billion naira for life insurers; 200 million to 3 billion naira for general insurers and 350 million to 10 billion naira for re-insurers, this study is aimed at investigating the relationship between human capital development practices and organizational effectiveness of Insurance companies in Port Harcourt.

1.2 Research Hypotheses

This study will be testing the following null hypothesis:

H₀₁: There is no significant relationship between human capital development practices and organizational effectiveness.

H₀₂: There is no significant relationship between training and employee satisfaction.

H₀₃: There is no significant relationship between mentorship and employee satisfaction.

H₀₄: There is no significant relationship between mentorship and customer satisfaction.

2.0 Literature Review

Concept of Human Capital Development

People have distinct abilities and qualities. When human capital has been recruited by an organization, training commences almost immediately even on that first day. Employees bring in their experience, skills and knowledge related to the jobs they perform. Some employees rely on organizational knowledge and mentorship to be able to perform their roles, so firms must therefore include in their company manuals On the Job training and Off the Job Trainings. Firms and managers who invest in their employees, to change and adapt their behaviour, skills and knowledge as it relates to the job at hand would experience positivity and employee retention (Frazis et al,2000).

According to Harbison and Myers (1964) human capital development is the process of expanding the knowledge, skills and capabilities of people in an organization. This according to them is done through the process of formal education, on the job through systematic and informal training programs and self-development on the part of the individual employee through personal initiative arising from his or her desire to acquire new ideas for higher productivity.

Training

Armstrong (2004) defines training as the formal and systematic modification of behaviour through learning, which occurs as a result of education, instruction, development and planned experience. In his research, Armstrong (2004) agrees with Davenport (1999), that training is very effective when, it is properly planned. An investigation by Adeyeye (2008) centred on the attitudes, fears and hopes of clerical workers and revealed some interesting findings with equally serious implications for staff training. He found that senior clerical workers claimed that they had been frustrated by management, since no opportunity was given to them to improve on their qualifications.

Effective human capital development often requires training so that individuals working in the establishment are equipped with the newest ideas, tools, and best practices necessary to build an effective and efficient team of working professionals. Training can differ depending on the training requirements, the work environment and the preference of the employer and employee. Training is a process in which the trainees get an opportunity to learn the key skills which are required to do the job. Learning while earning is known as training. It helps the employees to know the complete job requirements.

Mentoring

Mentoring is rapidly becoming worldwide as a highly effective human resource development practice. Many organizations have gone through or are currently going through increasing significant change. Generally, people in any organization react positively to change when they take responsibility for their own development. Good organizations also recognize the importance of the role they play in offering assistance to people during period of change. Mentoring is one way in which organizations can provide this assistance as there is a high degree of trust and mutual regard which will enable the person to become what he aspires to be by realizing his or her potential. Mentoring is recognized as an important contributor to building capacity within the organization.

Formal mentoring programs are structured, have oversight, and have clear and specific organizational goals (Loveled 1998). For example, some organizations, as part of their formal on-boarding process, assign mentors or "peer buddies" to new hires as an information source allowing new employees the opportunity to better navigate a new work environment (Douglass 1997). Unlike formal mentoring, informal mentoring has minimal to no structure and oversight and may or may not have a clear and specific goal (Kantar 1977). Informal mentoring is normally for interpersonal enhancement, but can also promote career development (Bryne 1991). Nevertheless, the success of either type of mentoring is greatly dependent upon clearly defined roles and expectations in addition to the participants' awareness of the benefits of participating in the mentoring program (Zey 1988).

Concept of Organizational Effectiveness

Since many of the proposed measures of effectiveness are negatively correlated, we should not expect to "find general explanations that will distinguish effective from ineffective organizations" (Scott p. 360). Given the complexity of organizations, we should not look for a simple set of factors that account for effectiveness either. Much of the popular management literature identifies simple factors that only partially explain effectiveness (and thus the prescriptions based on them are only partly effective as well).

Scott notes that "we are too often in thralldom before a general principle, applying it mindlessly to situations whose complexity swamps whatever truth might have been revealed by a more thoughtful approach. Let us not be misunderstood. We need the guidance of general principles". But we also require sufficiently detailed knowledge of the organizations and their technologies and environments to be able to select valid indicators of the variables to be assessed".

Ultimately, organizational effectiveness is not based only on one path nor purely on technical, rational processes, but also a function of sociology and politics. There are many ways to measure the effectiveness of an organization. Campbell (1977) lists over 30 different criteria from productivity, profits, growth, turnover, stability and cohesion (Scott p. 343). Different theoretical perspectives can account for the diversity in usage of effectiveness measurements.

Rational perspectives emphasize employee satisfaction and focus on output variables such as quality, productivity, and efficiency. Natural system perspectives focus on the support goals of the organization such as participant satisfaction, morale, interpersonal skills, etc. Open system perspectives focus on the exchanges with the environment -- this includes information processing, profitability, flexibility and adaptability.

Effectiveness criteria also vary with time, and often subgroups have different effectiveness criteria. Also there are different evaluation criteria applied by those who assign tasks and those who evaluate performance (Scott p. 346).

Employee Satisfaction

Employee or job satisfaction is generally defined as an individual's opinion about his/her occupation (Spears, 2001). It is the extent to which an employee is happy and/or contented with his/her job. It defines whether employees are happy and contented and fulfilling their needs and wants at work. The priority which an employer places on his employees' satisfaction is dependent on that employer and the industry.

The Hawthorne studies and the research conducted by Elton Mayo in the 1920s brings to fore the link between employee satisfaction and productivity. The identification of the Hawthorne effect led to the appreciation of the significance of psychological and social factors at play in the workplace. Further experiments over the next couple of years revealed that human factors such as break times, pay, and the type of supervision played a large role in workplace motivation and productivity. Each time, they found increases in output which led them to conclude that when organizations pay adequate attention to their employees and make decisions based on their natural needs and psychological makeup, productivity will increase. They also found out that people work best when organised into groups, when they can have effective two-way communication with their leaders, and when leaders communicate and share information liberally as part of an overall unified decision-making process.

Locke [1976] aptly captured it when he described employee satisfaction as a 'pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences'. Implied in Locke's definition is the significance of both affection or feeling and cognition or thinking. What an employee thinks, he or she has feelings about the thought and conversely, what he/she feels, is also thought about. Thus, just as assessing most important things in his life, when an employee is evaluating his job, both thinking and feeling are involved and it is the outcome of this process that defines how satisfied the employee is or will be.

Employee satisfaction is an important element within business because it directly relates to the productivity of employees. Workers who experience high employee satisfaction are generally more productive than unsatisfied workers. Companies must understand what contributes to employee satisfaction and implement necessary steps to improve morale within their firms.

Customer Satisfaction

Customer satisfaction's universal meaning is based on circumstances and different points of view and is the outcome of individual customer judgement. Wilson (2002) argues that customer satisfaction is ambiguous and complex in nature, and it often consists of various components that are measured with different methods under different conditions. Edvardsson (1996) argues that customer satisfaction is an individual category since the customer tacitly understands it in his own unique way. This means that customer satisfaction can be understood as a web of psychological, social and physical variables, which correlate with the notion of a satisfied customer. Parasuraman, Zeithaml and Berry, Anderson, Fornell, and Lehman (1994) argue that customer satisfaction is primarily an emotional state and the outcome of the long-term relationship between customers and service providers. Zeithaml & Bitner (2000) propose a simpler definition of customer satisfaction based on the degree of customer needs and expectation satisfaction, which directly impacts the degree of customer dissatisfaction. Customer satisfaction measures future customer expectations and quality measures what the customer should expect from the service in the future, which is a more abstract category. The outcome of both measures is the relation between expectations and performance (Bolton and Drew 1991; Parasuraman; Zeithaml, and Berry 1988). Empirical analysis has shown that, not only are the actions of employees fundamental for a high-quality delivery of service, but also that their morale influences consumer satisfaction (Schneider and Bowen, 1993).

3.0 METHODOLOGY

3.1 Research Design

Basically, there are two types of research design, the experimental and the quasi-experimental designs. In the experimental design, all the elements of the design are largely under the control of the researcher. In quasi-experimental research design, the various elements of the design are not under the control of the researcher (Baridam, 2001). This study as a quasi-experimental design is correlational and investigates the relationship between human development practices and organizational effectiveness.

3.2 Population of the Study

The population for this study comprises of seventy-five (75) top and middle level management staff of five (5) selected life insurance firms in Port Harcourt, fifteen (15) participants from each company. The population target is at the organizational level and therefore is focused on participants within referent roles which can provide the required data for the study. The population figure for each firm is based on purposive estimation of the management staff for each company as sourced from the administrative departments of each organization

Based on an estimated population of 75 top and middle level staff from the target insurance firms in Port Harcourt, Nigeria, a sample size of 63 derived using the Taro Yamane sampling formula given as:

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

Where n = sample size; N = population; e = level of precision

Therefore, the actual calculation for the sample size of the study is given as follows:

$$n = \frac{75}{1 + 75(0.05)^2}$$

Therefore, n = 63

Thereafter the simple random sampling method is employed in the selection of the target number of respondents from the sampling frame.

3.3 Data Collection Method

There are basically two sets of data in social research (Ogolo, 1996). These are the primary and secondary data. However, empirical data for the study consist solely of primary data which were obtained from a cross-sectional survey method with the use of a structured questionnaire adapted from previous research studies on the same variables which were distributed to employees who were willing to take part in the exercise through the admin manager, supervisors and/or heads of department/unit in the organizations.

3.4 Data Analysis Techniques

Since the data for this study are quantitative and measured on an ordinal or ranking scale, a non-parametric statistical technique is adopted in investigating the nature of association between the study variables. Consequently, the empirical data in this study was analysed using the Spearman's rank order correlation coefficient.

The Spearman's rank order correlation coefficient was used for obtaining the degree of association between two variables measured in ordinal scale. This tool is used in the test for the hypothesized bivariate relationships. The formula for the Spearman's Rank Order Correlation Coefficient is given as:

$$r_s = 1 - \frac{6\sum d^2}{N(N^2 - 1)}$$

Where: $\sum d^2$ = sum of the squared differences in the ranking of the subject on the two variables.

N = number of subjects being ranked

4.0 Results and Discussion

Hypotheses Testing

This section entails the test for previously hypothesized correlations between the dimensions of human capital development practices and the measures of organizational effectiveness using a 95% confidence interval and a 0.05 level of significance. Based on the nature of the data distribution all tests are carried out using the spearman's rank order correlational tool.

Decision rule for the acceptance or rejection of the null hypothesis is based on the $P < 0.05$ for rejection and $P > 0.05$ for acceptance.

Table 4.1 Hypotheses tests 1 & 2

			Goal	Customer
Spearman's rho	Training	Correlation Coefficient	.696	.768
		Sig. (2-tailed)	.000	.000
		N	59	59

Source: Data output

Relationship between Training and Employee satisfaction: There is a significant relationship between training and employee satisfaction; where correlation coefficient = 0.696 and probability value = 0.000 ($p < 0.05$); therefore, we reject the null hypothesis of no significant relationship between variables. Decision is based on the $p < 0.05$ coefficient of significance.

Relationship between Training and Customer satisfaction: There is a significant relationship between training and customer satisfaction; where correlation coefficient = 0.768 and probability value = 0.000 ($p < 0.05$); therefore, we reject the null hypothesis of no significant relationship between the variables. Decision is based on the $p < 0.05$ coefficient of significance.

Table 4.2 hypotheses tests 3 & 4

			Goal	Customer
Spearman's rho	Mentoring	Correlation Coefficient	.583	.445
		Sig. (2-tailed)	.000	.000
		N	59	59

Source: Data output

Relationship between Mentoring and Employee satisfaction: There is a significant relationship between mentoring and employee satisfaction; where correlation coefficient = 0.583 and probability value = 0.000 ($p < 0.05$); therefore, we reject the null hypothesis of no significant relationship between the variables. Decision is based on the $p < 0.05$ coefficient of significance.

Relationship between Mentoring and Customer satisfaction: There is a significant relationship between mentoring and customer satisfaction; where correlation coefficient = 0.445 and probability value = 0.000 ($p < 0.05$); therefore, we reject the null hypothesis of no

significant relationship between the variables. Decision is based on the $p < 0.05$ coefficient of significance.

Findings and Discussion

This study using descriptive and inferential statistical methods investigated the relationship between human capital development practices and organizational effectiveness. The findings revealed a significant relationship between human capital development practices and organizational effectiveness using the Spearman's rank order correlation tool and at a 95% confidence interval. The empirical analysis provides evidence of relationship between the dimensions of human capital development practices (training and mentoring) and the measures of the criterion variable; organizational effectiveness (employee satisfaction and customer satisfaction).

The findings support the position of Bontis (1999) that perceptions of organizational support through actual experiences of training and mentoring further enhance the extent to which workers are productive, committed and collaborative. Thus, support and training, apart from equipping them with the required skills to function adequately within the workplace, also fosters feelings of trust and gratitude towards the organization, thereby promoting extra-role behaviours which would enhance service delivery and improve customer satisfaction. Fajana (2002) further notes that the effectiveness of the organization should be considered as being premised on internal factors and the comportment of workers in relation to their colleagues (superiors and peers). This is as activities concerned with human capital development would further present the organization as being trustworthy and transparent with regards to worker growth and well-being.

5.0 RECOMMENDATIONS

In view of the results and conclusions on the investigation of the relationship between human capital development practices and organizational effectiveness in the selected life insurance firms in Port Harcourt, Nigeria, the following recommendations are put forward:

- i. Training within organizations should be conditioned in such a way that workers are presented with specific and well defined skill-sets that will further enhance their productivity levels on the job as well as their relationship with co-workers, their superiors and customers of the organization.
- ii. Task configurations within organizations should follow structures which allow for mentoring within and learning through collaboration such that workers are offered a sense of placement and meaning within the organization thereby facilitating a more committed and productive workforce which would further enhance the effectiveness of the organization with regards to employee satisfaction and customer satisfaction
- iii. Workplace orientations should emphasize on the value of workers' support, collaboration and contribution to the achievement of the goals of the organization. Policies should demonstrate support for workers through human capital development

practices particularly with regards to training and mentoring as this has been revealed to substantially impact on the effectiveness of the organization

Suggestions for further Studies

The focus of this study was the empirical investigation of the relationship between human capital development practices and organizational effectiveness in the insurance sector. The study utilized the quantitative methodology in its assessment of the effect of the dimensions of human capital development practices on the measures of organizational effectiveness, and also assessed the moderating effect of organizational culture on the relationship between the study variables. Notable, is the fact that this study specifically examines this relationship between the variables as it affects selected life insurance firms in Port Harcourt, hence placing parameters on the generalizability of the results to other types of insurance companies (Composite and General), other industries or geographical contexts. Hence, further research is required in order to determine whether the conclusion of the current study is applicable to other circumstances of human capital development practices and organizational effectiveness in other sectors of the economy like the pension industry. Also, for further research, other dimensions of human capital development practices can be examined relative to organizational effectiveness.

REFERENCES

- Adeyeye, J.O (2002) Leadership and Followership: The Experience of the Nigerian Trade Unionism. The African Journal of Labour Studies. Vol.1 No. 1 Page 24-32
- Akbar Ali (2012) - The Role of Leadership in Human Resource Management – Proposing Conceptual Framework of Advanced Leadership Model Faculty of Management Information System National University of Sciences & Technology, Pakistan.
- Amah, E. (2009) Corporate Culture and Organizational Effectiveness: A Study of the Nigerian Banking Industry. An Unpublished PhD Thesis of the Faculty of Management Sciences, University of Port Harcourt, Nigeria
- Armstrong, M. and Baron, A. (2004) Managing Performance: Performance management in action. London: CIPD
- Baridam, D. (2001) Research Method in Administrative Sciences. Port Harcourt: Sherbrook Associates.
- Brown, A., Adams, J., &Amjad, A. (2007). The relationship between human capital and time performance in project management: A path analysis. International Journal of Project Management
- BUSINESS DAY, AUGUST 26 2015*
- Carmeli, A., &Tishler, A. (2004). The relationships between intangible organizational elements and organizational performance. Strategic Management Journal, 25(13), 1257-1278.
- Chase, R.B., &Aquilano, N.J. 1992. Production and operations management: A life-cycle approach (4th ed.). Homewood Il: Richard D. Irwin.
- Cook, Robert (ed.). (1987). *Worker Dislocation: Case Studies of Causes and Cures*. W.E. Upjohn Institute for Employment Research.
- Cooper, D.R. & Schindler, P.S. (2011) *“Business research methods”* McGraw-Hill Companies Inc., 1221 Avenue of the Americas, New York, NY
- Cummings, T.G. & Worley, J.G. (1993) *“Organisational development and change”* San Francisco; West Publishing Company
- Edvardsson, B., Brown, S. W., Johnston, R. &Scheuing, E. E. (eds.) (1996) Advancing Service Quality: A global perspective, QUIS 5, International Service Quality Association Inc, NY
- Edward E. Lawler III and John W. Boudreau- (2012) Effective Human Resource Management- A Global Analysis
- Fitzgibbon, C. E., & White, L. (2007) An Investigation into Consumer Tolerance of Negative Service Experiences and Its Relationship to Length of Patronage and Attitudinal Loyalty

- Garavan, T., Morley, M., Gunnigle, P., Collins, E., Elbadri, A., Morrow, T. Stewart, J. (2003). Human capital accumulation: the role of human resource development. General Insurance Business (2003), Chartered Insurance Institute
- Gillespie, M. A., Denison, D. R., Haaland, S., Smerek, R. & Neale, W. S. (2008). Linking organizational culture and customer satisfaction: Results from two companies in different industries. *European Journal of Work and Organizational Psychology*, 17(1): 112-132
- Global Journal of Human Resource Management Vol.3, No.3, pp. 17-38, May 2015
Published by European Centre for Research Training and Development
- Gupta, S. & Zeithaml, V.A. (2007). Customer metrics and their impact on financial performance, *Marketing Science* (forthcoming).
- Heathfield S.M (2016) Employee satisfaction [Online]. Available: <http://www.thebalance.com/employee-satisfaction-1918014>
- Hoel, P. (1980) Introduction to Mathematical Statistics. New York. <http://naicom.gov.ng/> (website of National Insurance Commission of Nigeria)
- Hunt, H. K. (1977). CS/DBO Overview and Future Research Direction, in *Conceptualization and Measurement of Consumer Satisfaction and Dissatisfaction*, H. Keith Hunt, ed. Cambridge, MA: Marketing Science Institute
- Ilesanmi Oladele Ayodeji (2015), ROLE OF MENTORING IN BUSINESS DEVELOPMENT IN NIGERIA
- Insurance Legal Regulatory (2003), Chartered Insurance Institute 2004
- Jamieson, D. (1994). Customer Retention: Focus or Failure. *The TQM Magazine*, 6(5): 11 – 13.
- Kaplan, R., & Norton, D. (1992). The Balanced Scorecard: Measures that drive Performance. *Harvard Business Review*, 70(1), 71-79.
- Locke, E. A. (1976). The nature and causes of job satisfaction. In M. D. Dunnette (Ed.), *Handbook of industrial and organizational psychology* (pp. 1297–1349). Chicago: Rand McNally.
- Mayo, E (1946). *The human problems of an industrial civilization* (second edition), Macmillan, New York
- Mackey, J. (2005). Franchisers reap multiple benefits from increasing customer loyalty
- Milan Ambro` and Martina Praprotnik (2008) Organisational Effectiveness and Customer Satisfaction.
- Ning-jun, Zhang, Yong-zhong, Jiang & Li Qin (2007). Connecting Service Employee's Organizational Commitment with Customer Perception: A Conceptual Model. *Service Systems and Service Management, International Conference*, 9-11 June 2007: 1 – 11

- Ogolo, M. B. (1996) Student guide to writing project, proposal and research. Port Harcourt: City Creek Publisher.
- Ogwo, E and Ezejegue, C. (1990) Basic Principle in Managing Research project. Onitsha, African-feb publishers Ltd.
- Parasuraman A., Zeithaml V. A. & Berry L. L. (1988). SERVQUAL SERVQUAL A Multiple-Item Scale for Measuring Consumer Perceptions of Service Quality. *Journal of Retailing*, 64(1):12–40
- Rastogi, P. (2000). Sustaining enterprise competitiveness—is human capital the answer? *Human Systems Management*, 19(3), 193-203.
- Richard Common (2015). Human Resource Management and Development.
- Richins, M. L. (1983). Negative Word-of-Mouth by Dissatisfied Negative Word-of-Mouth by Dissatisfied Consumers: A Pilot Study. *Journal of Marketing*, 47 (Winter), 68B78
- Rothwell, William J., and H.C. Kazanas.(1994). *Improving On-the-Job Training*. San Francisco: Jossey-Bass Publishers.
- Schneider, B. & Bowen, D. (1993). The service organisation: The service organisation: Human resource management is crucial. *Organisational Dynamics*, 21(4)39–52
- Sekaran, U. & Bougie, R. (2010). *“Research methods for business: A skill building approach”*. Chichester John Wiley & Sons Ltd.
- Shearman, A.W., Snell, S., & Bohlander, G.W. 1997. *Managing Human Resources* (11thed.). Cincinnati: South-Western Publishing.
- Shih, K., Liu, Y., Jones, C., & Lin, B. (2010). The indicators of human capital for financial institutions. *Expert Systems with Applications*, 37(2), 1503-1509.
- Smriti Chand (2004)-*Training Methods: On Job Training and off the Job Training Methods*.
- Spears, M. 2000. *Foodservice Organizations. A Managerial and Systems Approach*. Upper Saddle River, New Jersey: Prentice Hall.
- Weinberger, Marc G., Chris T. Allen & William R. Dillon (1981). Negative Information: Perspectives and Research Directions. *Advances in Consumer Research*, 8, 398-404
- Westbrook, R. A. & Reilly, M. D. (1983). Value-Percept Disparity: An Alternative to the Disconfirmation of Expectations Theory of Consumer Satisfaction, in *Advances in Consumer Research*, Richard P. Bagozzi and Alice M. Tybout, eds. Ann Arbor, MI: Association for Consumer Research, 256-61. Westbrook, J. D. (1993). Organizational culture and its relationship to TQM. *Industrial management* January/February: 1-3
- Wilson, A. (2002). Attitudes towards customer satisfaction measurement in the retail sector. *International Journal of Market Research*. 44(2):213-22
- Zeithaml, V. A. & M. J. Bitner, M. J. (2000). *Services Marketing. Integrating Customer Focus Across the Firm*. 2nd Ed. Boston etc.: Irwin McGraw-Hill