

## **Employee Relation Practices and Organisational Performance in Nigeria**

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### **Abstract**

The study seeks to determine the effect of employees' relation practices on organizational performance, at Guaranty Trust Bank, Ilorin. A sample size of 91 respondents comprising of the Bank staff in Ilorin metropolis was chosen. The sampling technique employed in the study was simple random sampling technique. Multiple regression was used for data analysis. The results revealed that both recruitment & selection and promotion are relevant for organizational performance. The hypotheses tested showed that all the variables tested are significant. It was concluded that recruitment & selection and promotion had significant effect on organizational performance. The study therefore recommends that certain practices need to be adopted and improved upon regularly to maintain a cordial relationship with employees and also increase organizational performance.

### **Keywords**

Employees, organisation, performance, Ilorin

### **Introduction**

The term 'employee relations' refers to a company's efforts to manage relationships between employers and employees (Andrea & Joseph, 2021). An organisation with a good employee relations program provides fair and consistent treatment to all employees so they will be committed to their jobs and loyal to the company (Andrea & Joseph, 2021). The concept of employee relation practices is as old as the emergence of modern business itself (Katou, 2010). It is a generally accepted notion that the standard by which an organisation is measured in terms of achievements of its laid down aims and objectives is the employees' relationship with the management of such an organisation and the practices adopted to ensure a cordial relationship between them to consequentially improve the organisation standard in terms of

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performance. Currently, business organizations are operating their business in a dynamic and turbulent environment which demands highly skilled and flexible manpower that can offer better quality services and ensure high level of customer retention (Hagos & Shimels, 2018). To do this, there is need for organisations to meet the standards by adopting effective and efficient practices. These practices which include recruitment & selection and promotion, compensation plans, training and development forums, periodic, free and fair performance appraisals and so on are needed to meet these set standards.

Employee relations practices can also serve as a way of increasing employee satisfaction and maintain good morale among workers. Motivated workers are more productive, and productivity means a better bottom line for the business in terms of performance (Heartfield, 2010). It is apparent that employees are the major valuable assets of an organization in which without them, it is hard for such an organisation to excel in terms of its performance and in the long run to realize its basic objectives. To harvest more from employees, it requires creating conducive working environment which promotes cordial relationship and improves productivity amongst employees and management.

### **Statement of the Problem**

In recent times, while most workers are on job, the zeal to perform effectively and efficiently is absent. This is as a result of the absence or inconsistency of the practices that ensure that employees are committed to their jobs and loyal to the company.

Training and development programs can enhance organisational performance when they meet the needs of the employees (Montgomery, 2006). Training and development however can be costly and cumbersome given the total number of employees working in such an organisation. This is why in some business organisations, the conduct of training and development programs for their employees is not consistent. This will affect employee performance and attitude to work since it is believed that his/her employer does not care about improving his skills and abilities to match current global business needs.

Moreover, the rigidity in the reward systems adopted by business organisations due to the nature of such organization's managerial activities has affected the employee-employer relationship thereby affecting the organisation performance. The increasing competition among the organizations demand for human resource can be enticing to an employee who is not paid according to his output, such employee would jump at a better offer from competitors with a flexible reward scheme (Chonko, 2009).

## **Objective of the Study**

- i. Examine the effect of recruitment and selection on organizational performance.
- ii. Examine the effect of promotion on organizational performance.

## **Research Hypothesis**

Ho<sub>1</sub>: Recruitment and selection does not affect organizational performance significant.

Ho<sub>2</sub>: Promotion does not affect organizational performance significant.

## **Literature Review**

### ***Concept of Employee Relation***

Employee relations entail maintaining a cordial employee-employer relation that will contribute immensely to productivity, attaining the zenith of employee morale and motivation to work. HR professionals helped negotiate collective bargaining agreements. The provisions of the contract defined the relationship between management, unions, and workers (Sanchez, 2007). Today, Employee Relations is a much broader concept. It involves maintaining a job environment or area that satiates the needs of all employees and also the employer. An effective employee relation entails cultivating and creating a productive and motivated workforce (Employee relations and its effects on organizational performance, 2020). It is also necessary to keep the dynamism associated with employer-employee relationship in mind. It positively affects the relationship between the employer and employees in the organization (Wall et al., 2004).

Employee relations also include allowing for employee participation in critical management decisions, effective communications, policies that help in improving cooperation and coordination and control of grievances from the employees and conflict minimization.

Upholding healthy human relations in an organization is a criterion for achieving organizational success. Fortified human relations are required for an apex level of employee satisfaction and productivity. Employee relations broadly deal with ways that issues can be avoided and resolved. These issues may influence the work setting positively.

The Skeletal structure of every organisation is made up of the employees; it involves setting up job environment that satisfies the needs of these employees and management. Improving employee morale, building company culture, conveying expectations. Effective employee relation practices involve creating and cultivating a motivated and productive workforce (Blyton & Turnbull, 2008). According to CIPD (Chartered Institute of Personnel & Development (CIPD), 2001) Employee relations is a common and broad term

that encompasses many similar variables from negotiations to bargaining, employment voice and legislation to more recent components such as work-life balance, effective reward systems, training and self-development, equal opportunities, effective staffing and promotion system and managing diversity. It comprises of the initiative programs or practices that ensure that employees are productive, happy and generally satisfied with their job.

### ***Employee Relation Practices***

The concept of employee relation practices is as old as the emergence of modern business itself (Katou, 2010). It is a generally accepted notion that the standard by which an organisation is measured in terms of achievements of its laid down aims and objectives is the employees' relationship with the management of such an organisation and the practices adopted to ensure a cordial relationship between them to consequentially improve the organisation standard in terms of performance.

Employee relations practices can assist in various ways including recognition of employees, development of policies' its accurate interpretation, and dispute resolution. It involves negotiating the payment bargain, employment practices, terms and conditions of employment as stated in the contract, issues arising from employment, providing employees with a voice that can be heard and the free flow of communication between the employees and the management (CIPD, 2001).

### ***Recruitment and Selection***

Recruitment and selection are vital functions of human resource management for any type of business organization. These are terms that refer to the process of attracting and choosing candidates for employment. The quality of the human resource the firm has heavily depends on the effectiveness of these two functions (Gamage, 2014). Recruiting and selecting the wrong candidates who are not capable come with a huge negative cost which businesses cannot afford. Thus, the overall aim of recruitment and selection within the organization is to obtain the number and quality of employees that are required to satisfy the strategic objectives of the organization, at minimal cost (Ofori & Aryeetey, 2011).

Recruitment and selection in any organization is a serious business as 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 exercises (Ezeali and Esiagu, 2010). Since recruitment and selection involve getting the best applicant for a job (Obikeze & Obi, 2004), it has been emphasized that recruitment procedures that provide a large pool of qualified applicants, paired with a reliable and valid selection regime, will have a substantial influence over the quality and type of skills new employees possess (Okoh, 2005).

## ***Promotion***

Promotion is an increase of a labor or employee at a field, that is, a better job when compared to the previous in terms of greater responsibility, achievement, facilities, higher status, higher demands proficiency, and the addition of wages or salaries as well as other allowances (Fathoni, 2006). Promotions refer to some indicators which are increased responsibilities, increased duties, enhancement rights, improvement authority (Hasibuan, 2006).

Promotion is evidence of recognition of employee performance. Someone who is promoted will be considered to have a good performance on the job. Promotions are very important for the company because the promotion means the stability of the company and employee morale will be more assured. Promotion can affect employee satisfaction, Kosteas (2007) said hopes to be promoted to have strong morale. Employees who are aware that they will never be promoted will degrade their performance, until they think there will be opportunities to be promoted in the future.

## ***Organizational Performance***

Organizational performance refers to the capability related to the accomplishment of its goals and stakeholders' expectations along with market survival (Griffin, Ji & Martin, 2003; Richard et al., 2009). It can also be defined as the process of analyzing and measuring the organization's outcome against its objectives and goals, which involves a comparison of real results with desired results (Ho, 2008; Chung & Lo, 2007). The OP involves actual productivity or outcomes of the organization compared with the desired outcome or objectives. Teece (2000) emphasized that higher performance is contingent on the capability of the organization to cope with innovation, protect, and use intangible knowledge assets in a way that they will give benefits to the organization. Furthermore, OP can also be defined as the process of making sure that the organizational resources are being properly used and involves all the actions or activities performed by the managers of different levels in organizational hierarchy, in order to measure the extent to which an organization has achieved its objectives (Ho, 2008; Chung & Lo, 2007).

## **Theoretical Review**

### ***Expectancy Theory***

The expectancy theory was proposed by Victor Vroom of Yale School of Management in 1964. Vroom stresses and focuses on outcomes, and not on needs unlike Maslow and Herzberg. The theory states that the intensity of a tendency to perform in a particular manner is dependent on the intensity of an

expectation that the performance will be followed by a definite outcome and on the appeal of the outcome to the individual. The Expectancy theory states that employee's motivation is an outcome of how much an individual wants a reward (Valence), the assessment that the likelihood that the effort will lead to expected performance (Expectancy) and the belief that the performance will lead to reward (Instrumentality). In short, Valence is the significance associated by an individual to the expected outcome. It is an expected and not the actual satisfaction that an employee expects to receive after achieving the goals. Expectancy is the faith that better efforts will result in better performance. Expectancy is influenced by factors such as possession of appropriate skills for performing the job, availability of right resources, availability of crucial information and getting the required support for completing the job.

Instrumentality is the faith that if you perform well, then a valid outcome will be there. Instrumentality is affected by factors such as believe in the people who decide who receives what outcome, the simplicity of the process deciding who gets what outcome, and clarity of relationship between performance and outcomes. Thus, the expectancy theory concentrates on the following three relationships:

- Effort-performance relationship: What is the likelihood that the individual's effort would be recognized in his performance appraisal?
- Performance-reward relationship: It talks about the extent to which the employee believes that getting a good performance appraisal leads to organizational rewards.
- Rewards-personal goals relationship: It is all about the attractiveness or appeal of the potential reward to the individual.

Vroom was of view that employees consciously decide whether to perform or not at the job. This decision solely depended on the employee's motivation level which in turn depends on three factors of expectancy, valence and instrumentality.

## **Empirical Review**

Karimi, Malik and Hussain (2011) looked at whether prestige, learning environment, promotions at upper levels, career growth, and power to take decisions and ownership, facilities, ease of communication, retirement plans, and compensation enhanced the employee performance in business industry and concluded that significant correlation existed. Thompson and Smith (2010) said Nigeria service organisations are moving towards a more competitive and productive workforce, concentrating on the growth of the workforce. Successful businesses that invest in employee skills development processes and acknowledge employee efforts have greatly enhanced their earnings and economic figures.

Rees and Johari (2010) shows that human resource practices such as training and development, recruitment and industrial relations are linked to employee performance and by extension, organisational performance. Also, Njau (2012) researched on human resource challenges facing the Nigerian banking industry with special reference to information sharing, financial resource allocation, diverse work force management, dispute management and understaffing and the relationship with performance level. The study found out that employee recognition, involvement, arbitration of disputes and employee benefits were important factors that affect the delivery of quality service in the Nigerian banking sector.

A study entitled “Human resource management and performance in business organizations”, by Harrison (2007) compared the evidence from a range of reviews concerned with the links between human resource management (HRM) and performance. The study found that relationships have been found between a range of HRM practices, policies systems and performance. The study concluded that trust and power sharing may allow for increasing tailoring of HR practices to suit organisational circumstances and goals. In their review of human resource studies, Harrison (2007) concluded that practices such as reward and training and development are often related to worker oriented performance outcomes. They also noted the importance of conducting additional research on the staffing shortage issue.

A study by Ott & Dijk (2005) on effects of ER on employee productivity, with special interest on training and development, and reward. The findings showed that regular departmental meetings and supportive leadership affect job performance; however, the study found that the correlations between the other variables and employee productivity were generally insignificant. Similarly, a Study done by Riaz, Idrees and Imran (2013) on impact of Employee Relations practices on employee performance in manufacturing industry indicated that there was a significant relationship between factory labour outcomes and compensation practices, shared decision making and conflict resolution.

Frye (2004) examined the relationship between reward and firm performance and found a positive relationship between the two. Frye (2004) further argued that for human capital intensive institutions, reward plays a crucial role in attracting and retaining highly skilled employees. As the banking sector is a human capital institution, reward practices can be of great help in retaining highly skilled and competent employees. On the basis of the foregoing discussion, it is worth-noting that reward practices are correlated with the performance of employees.

## **Methodology**

The study adopted the survey research design, the justification for using survey research design is because the survey method makes it easier describing the

characteristics of large population accurately. The population of study consists of the staff of Guaranty Trust Bank in the Unilorin, Tanke and Unity branches with a total staff strength of 19, 44 and 34. The total number of staff from these branches is 97. Therefore, the total population of the study was 97.

### Sample Size and Sampling Techniques

In determining the sample size of this research, the Krejcie and Morgan's (1970) statistical formula is applied

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

where; n is the sample size, N is the population size,  $e^2$  is the acceptable sampling error,  $X^2$  is the chi square for the specified confidence level, P is the proportion of population

$$N = 97$$

$$e^2 = 0.05$$

$$X^2 = 95\%; 3.841$$

$$P = 0.5$$

$$n = \frac{3.841^2 \times 97 \times 0.5(1 - 0.5)}{0.05^2(97 - 1) + 3.841^2 \times 0.5(1 - 0.5)}$$

$$n = \frac{14.75 \times 97 \times 0.5 (0.5)}{(0.0025 \times 96) + (14.75 \times 0.25)}$$

$$n = \frac{357.69}{0.24 + 3.69}$$

$$n = \frac{357.69}{3.93}$$

$$n = 91.01$$

For this study, the sample size is limited to 91 respondents.

The number of questionnaires to be administered to each branch is done on pro-rata basis which is displayed below.



BRANCHE NAME	BRANCH POPULATION	Pro-rata Basis	Sample Size Allocated	Percentage
Unilorin	19	$\frac{19}{97} * 91$	18	19.6
Tanke	44	$\frac{44}{97} * 91$	41	45.3
Unity	34	$\frac{34}{97} * 91$	32	35.1
Total	97		91	100

Source: The Author, 2021

The above table depicts the number of questionnaires to be distributed in the 3 branches of GTB in Ilorin. 18 questionnaires will be distributed in Unilorin branch, 41 questionnaires will be distributed in Tanke branch, while 32 questionnaires will be distributed in Unity branch.

### Data Analysis

The data collected was analyzed using both descriptive and inferential statistics. The descriptive methods used frequency count, percentage; inferential statistics was analyzed using multiple regression. This was carried out using the application of statistical packages for social sciences.

### Analysis for Hypothesis One

**H<sub>01</sub>:** Recruitment and selection does not affect organizational performance significantly.

**Table 1: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.862 <sup>a</sup>	.743	.738	.28630

a. Predictors: (Constant), Internal recruitment and Selection, External recruitment and selection

Source: SPSS Output, 2021

The model Summary obtained from the regression analysis conducted on the research hypothesis is shown in the Table.1. R<sup>2</sup>value of 0.743 was obtained which implies that 74.3% of recruitment and selection (independent variable) is affected by organizational performance (dependent variable). The remaining 25.7% are variations due to other variables not mentioned in the model.

**Table 2: ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	20.897	2	10.448	127.475	.000 <sup>b</sup>
	Residual	7.213	88	.082		
	Total	28.110	90			

a. Dependent Variable: Organizational performance

b. Predictors: (Constant), Internal recruitment and Selection, External recruitment and selection

Source: SPSS Output, 2021

The Analysis of Variance (ANOVA) table reveals a p-value 0.000 which is less than the level of significance set at 0.05. Also, a calculated F- value of 127.475 which is higher than the tabulated F-value of 3.10, this indicates that the result is testable.

**Table 3: Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.108	.103		1.055	.294
	Internal recruitment and Selection	.320	.051	.397	6.283	.000
	External recruitment and selection	.567	.061	.587	9.301	.000

a. Dependent Variable: Organizational performance

Source: SPSS Output, 2021

Based on the table 3 (coefficient table), the relationship between recruitment and selection variables which is internal recruitment and selection and organizational performance is significant with (B = 0.397, P-value = 0.000 < 0.05); and the relationship between recruitment and selection variables which is external recruitment and selection and organizational performance is also significant with (B = 0.587, P-value = 0.000 < 0.05). The overall analyses suggest that recruitment and selection has a significant effect on organizational performance at Guaranty Trust Bank Plc.

## Analysis for Hypothesis Two

**Ho<sub>2</sub>:** Promotion does not affect organizational performance significantly.

**Table 4: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.885 <sup>a</sup>	.870	.869	.18401

a. Predictors: (Constant), Performance based promotion, Qualification based promotion

Source: SPSS Output, 2021

The model Summary obtained from the regression analysis conducted on the research hypothesis is shown in Table 1. R<sup>2</sup>value of 0.870 was obtained which implies that 87.0% of promotion (independent variable) is affected by organizational performance (dependent variable). The remaining 13.0% are variations due to other variables not mentioned in the model.

**Table 5: ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	64.239	3	21.413	293.329	.000 <sup>b</sup>
	Residual	4.858	67	.073		
	Total	69.097	70			

a. Dependent Variable: Organizational performance

b. Predictors: (Constant), Performance based promotion, Qualification based promotion

Source: SPSS Output, 2021

The Analysis of Variance (ANOVA) table reveals a p-value 0.000 which is less than the level of significance set at 0.05. Also, a calculated F- value of 293.329 which is higher than the tabulated F-value of 5.39, this indicates that the result is testable.

**Table 6: Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.223	.080		2.778	.006
	Performance based promotion	.251	.115	.257	2.189	.030
	Qualification based promotion	.286	.050	.326	5.706	.000

a. Dependent Variable: Organizational performance

Source: SPSS Output, 2021

Based on the table 6 (coefficient table), the relationship between promotion variables which is performance based promotion and organizational performance is significant with ( $B = 0.257$ ,  $P\text{-value} = 0.030 < 0.05$ ); and the relationship between promotion variables which is qualification based promotion and organizational performance is also significant with ( $B = 0.326$ ,  $P\text{-value} = 0.000 < 0.05$ ). The overall analyses suggest that promotion has a significant effect on organizational performance at Guaranty Trust Bank Plc.

## Conclusion

From the findings discussed above, this study concludes that recruitment and selection as well as promotion had a significant effect on the performance of Guaranty Trust Bank, Ilorin. After subjecting the data to test, the results indicated that employee relation practices have an effect on organizational performance. The null hypothesis was rejected which states that “recruitment and selection including promotion do not have an effect on organisational performance.

Therefore, the conclusions drawn from the findings of the study include: recruitment and selection and promotion practices significantly affect the performance of the bank, with much emphasis on adoption of recruitment and selection practices that ensure loyalty of employee and promotion of employees as a motivational tool to increase performance.

## Recommendation

From the foregoing findings and conclusions, the study recommends that Organizations, especially Guaranty Trust Bank Ilorin, should pay more attention to current recruitment and selection & promotion practices that will not only foster a cordial relation between the employer and the employee but also ensure employee loyalty in terms of achieving organizational aims and objectives. Organizations should also explore every avenue for reducing employer-employee disharmony by adopting this practice as a motivational tool.

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