



International Journal of
**Investment
Management and
Financial Innovations**

Keywords

Strategic Human Resource
Management (SHRM),
Organizational Climate,
Organizational Productivity,
Regression Analysis,
Oil and Gas Industry,
Nigeria

Received: June 19, 2015

Revised: June 27, 2015

Accepted: June 28, 2015

Strategic Human Resource Management and Organizational Performance in the Nigerian Oil and Gas Industry: The Mediating Role of Organizational Climate

Awolusi Olawumi Dele¹, Magaji Nanle², Akpa Victoria Ozioma²

¹Department of Business Management, College of Business and Social Sciences, Covenant University, Canaanland, Ota, Ogun State, Nigeria

²Department of Business Administration and Marketing, Babcock Business School, Babcock University, Ilishan-Remo, Ogun State, Nigeria

Email address

awosco44@yahoo.com (Awolusi O. D.), mnanle@yahoo.com (Magaji N.),
voakpa@yahoo.com (Akpa V. O.)

Citation

Awolusi Olawumi Dele, Magaji Nanle, Akpa Victoria Ozioma. Strategic Human Resource Management and Organizational Performance in the Nigerian Oil and Gas Industry: The Mediating Role of Organizational Climate. *International Journal of Investment Management and Financial Innovations*. Vol. 1, No. 3, 2015, pp. 56-68.

Abstract

The purpose of this paper is to evaluate the effects of strategic human resources management (SHRM) practices on the primary measures as expressed by the Organisational Climate and the secondary measures as expressed by the organizational performance, and to find out the effect of the Organisational Climate on the organizational performance of Nigerian oil and gas companies. To achieve these objectives, an empirical study was conducted via the administration of 450 self-administered copies of questionnaire to a randomly selected senior and management staff often (10) Oil and Gas Companies, that have implemented SHRM in Nigeria. Organizational climate was measured through a set of questionnaire that we developed based on the eight organizational climate dimension proposed by Litwin and stringer (1968). Strategic human resources management (SHRM) practices was measured using six dimensions (strategic HRM alignment, selection system, training and development system, performance appraisal system, compensation system, and career planning system) proposed by Abdulkadir (2012). Organizational performance was measured by the following variables: profitability, growth, sustainable competitive advantage and customer service dimensions. Using the framework from Abdulkadir (2012), data collected was subjected to regression and correlation analysis. The three-step regression procedure was used to corroborate the seven hypotheses. Findings based on the survey revealed that strategic human resources management (SHRM) practices positively affected both performance measures in the Nigerian oil and gas companies. Specifically, apart from career planning system, in descending order, the results suggest that, Strategic HRM alignment, training and development, Compensation System, Selection System, and Performance appraisal system and are the key SHRM practices that influenced both organizational climate and performance in the Nigerian oil and gas industry. Results also suggest that the relationship between SHRM practices and organizational performance in the Nigerian oil and gas industry is moderately influenced by organizational climate. The model provides predictive implications on improved organizational climate and organizational performance, given the activities of some factors manifesting strategic

human resources management (SHRM) practices. Hence, to improve both organizational climate and organizational performance, oil and gas companies could control their strategic human resources management (SHRM) practices.

1. Introduction

Due to the rapid globalization of production and markets world-wide, oil and gas companies are faced with a changing competitive environment. They are competing in creating the conditions that will enable them to be competitive in both domestic and international markets. Accordingly, oil and gas companies seek to adopt and implement a set of strategic management practices that have been successful elsewhere and that will help them to respond proactively through improvements in major performance indices (Awolusi and Akinruwa, 2014; Awolusi, 2013; Koys and De Cotiis, 1991; Budhwar, 2000; Teo, 2002; Cunningham and Deborah, 1995; Khatri, 1999; Abdulkadir, 2012). One of such strategic management practices is strategic human resource management (SHRM), which has received great attention in the last two decades (Budhwar, 2000). Companies use SHRM to improve performance substantially on key processes that impact both climate and organizational performance (Koys and De Cotiis, 1991; Budhwar, 2000; Teo, 2002; Cunningham and Deborah, 1995). There has been a considerable deal of research focusing on the relationship between strategic Human Resource management (SHRM) practices and organizational performance in the past few years (Koys and De Cotiis, 1991; Abdulkadir, 2012). Many of the studies have actually demonstrated that SHRM practices, either individually or as a system, are associated with higher levels of performance (Koys and De Cotiis, 1991; Budhwar, 2000; Teo, 2002; Cunningham and Deborah, 1995).

However, despite the significant growth of the SHRM practices, not all organisations embarking on it achieve their intended result. This is attributed to poor implementation of SHRM rather than a problem with the concept itself (Budhwar, 2000; Teo, 2002). Such contradictory outcomes raise concerns among companies evaluating SHRM as a crucial strategic initiative (Abdulkadir, 2012). Consequently, Abdulkadir (2012) sustained these contradictory findings, and posit for future studies to identify critical factors that can influence the success of SHRM effort. In addition, Past empirical research has mostly investigated the effects of SHRM practices on financial performance (Delery and Doty, 1996) and some on efficiency and employee turnover (Huselid, 1995). However, very few studies have examined the impact of SHRM practices on organizational performance, given the mediating role of organizational climate, an intangible performance measures (Kalleberg and Moody, 1994; MacDuffie, 1995). This is on the premise that, the strategic implications of SHRM practices make tracking intangible performance measures important. Consequently, the main objective of this study is to determine the impact of SHRM practices on organizational performance of Nigerian

oil and gas companies. The specific objectives are as follows:

(1) to examine the effectiveness of SHRM on organizational climate (primary measures); (2) to examine the relationship between SHRM efforts and organizational performance (secondary measures); and (3) to determine whether the effectiveness of SHRM practices on organizational performance is contingent on organizations' work place climate.

This study was motivated by the submissions of past studies (Budhwar, 2000; Teo, 2002; Cunningham and Deborah, 1995; Khatri, 1999; Abdulkadir, 2012). According to Budhwar, (2000), despite the significant investments in SHRM initiatives made by organizations around the world, formal efforts to determine their success and the underlying causes have been very limited. Contending with the measurement of business performance, which was often focused on financial metrics, Khatri (1999) and Abdulkadir (2012) specifically identified this gap in the literature. This is on the premise that many researchers often use objective measures such as turnover and profit as a form of measuring performance. However, according to Khatri (1999) and Abdulkadir (2012), perceived measures can replace objective measures of business performance.

2. Review of Relevant Literature

2.1. Theoretical Frameworks and Model

SHRM and organizational performance relationships can be deduced from existing theories within organization, marketing, and economic theories. In this study, market power theory, transaction cost economics, increasing returns theory and resource-based theory was adopted as the theoretical framework. The market power theory is concerned with the ways in which firms can improve their competitive success, which is the ultimate goal of SHRM, by securing a stronger position in their market (Talwar, 1993). Transaction cost economics also holds an assumption that SHRM are implemented in order to lower the transaction costs. The resource-based view suggests that valuable firm resources are usually scarce, imperfectly imitable, and lacking in direct substitutes; It is about producing the most value from one's existing capabilities and resources by combining these with others' sources of advantage (Schuler and Jackson, 1999; Milkovich and Boudreau, 1998; Johanson, 1990). The conceptual model of the current study is drawn from two streams of research, i.e. operations management literature and organizational performance literature. Figure 1 illustrates the conceptual model with the arrows depicting the hypothesized relationships between the constructs. These relationships deal with three sets of hypotheses: (1) The effects of the SHRM on the organizational climate (primary measures); (2) The relationship between the SHRM efforts and organizational performance (secondary measures); and (3) The influence of the primary measures (as expressed by the organizational climate) on the secondary measures (as

expressed by the organizational performance).

2.2. Empirical and Conceptual Frameworks

Thus far, much has been written on SHRM and its importance in improving the performance of manufacturing industries in developed and emerging economies. The concept of Strategic Human Resource Management (SHRM) evolved in the 1990s with an increased emphasis on a proactive, integrative and value-driven approach to human resource management (Abdulkadir, 2012; Schuller, 1992). This is aimed at identifying fit between human resource management practices and organizational strategic goals, as well as, the involvement of human resource function in senior management teams, the devolvement of human resource practices to line managers and taking of strategic approach to employee selection, compensation, performance appraisal and the value that is added to both organizational climate and performance (Abdulkadir, 2012). Many studies have dealt with the impact of SHRM on organizational performance measures (Koys and De Cotiis, 1991; Budhwar, 2000; Teo, 2002; Cunningham and Deborah, 1995, Khatri, 1999; Abdulkadir, 2012). By considering a few definitions given by previous authors, Strategic Human Resource Management (SHRM) implies a managerial orientation that ensures that human resources are employed in a manner conducive to the attainment of organizational goals and mission (Koys and De Cotiis, 1991; Budhwar, 2000; Teo, 2002; Cunningham and Deborah, 1995, Khatri, 1999; Abdulkadir, 2012). This is on the premise that human resource is argued to represent an asset that can provide a source of competitive advantage because it's often difficult to duplicate by competitors and hard to substitute even within the same organization (Abdulkadir, 2012).

In focusing this study, the operationalisations of the SHRM (Table 1) were distilled from various articles and empirical research on SHRM implementations. They were then categorised into a number of subgroups, similar to Abdulkadir (2012) six dimensions. These dimensions are as follows: strategic HRM alignment, selection system, training and development system, performance appraisal system, compensation system, and career planning system (Abdulkadir, 2012).

Strategic HRM alignment refers to the involvement of HRM in the formulation and implementation of organizational strategies and the alignment of HRM with the strategic needs of an organization (Schuler and Jackson, 1999; Abdulkadir, 2012). This view is also supported by Buyens and De Vos (1999). They argue that in order for human resource to be a strategic partner, human resource personnel should be involved in strategic decision making alongside other senior managers, providing greater opportunity to align HR goals, strategies, philosophies and practices with corporate objectives and the implementation of business strategy (Chaddie, 2001; Budhwar, 2000; Teo, 2002; Cunningham and Deborah, 1995). A documented HRM strategy helps the organization to develop an HRM vision and objectives and to monitor performance (Abdulkadir,

2012; Khatri, 1999). According to Abdulkadir (2012), a rigorous, valid and sophisticated recruitment and selection system helps in identifying a right candidate with potential to perform, generates a sense of elitism, creates high expectations of performance, and signals a message of importance of the people to the organization (Pfeiffer, 1994; Terpsra and Rozell, 1993).

Table 1. The measure of SHRM.

Variable	Description of factors
A1	HR managers are involved in strategic decision making alongside other senior managers, providing greater opportunity to align HR goals, strategies, philosophies and practices
A2	HRM strategy is formulated based on our company's vision and mission
A3	Our HR managers are equipped with the knowledge of core markets, competitors, costs, profit indicators and stakeholders
A4	There is a documented HRM strategy in our company
A5	The role and authority of HR managers in corporate decision making are documented in our organization
B1	The selection system followed in our company are highly scientific and rigorous
B2	A rigorous, valid and sophisticated recruitment and selection system helps in identifying a right candidate with potential to perform in our organization
B3	A rigorous selection system generates a sense of elitism, creates high expectations of performance in our organization
B4	A rigorous selection system in our company signals a message of importance of the people to the organization
C1	The quality of current employees are enhances by providing comprehensive training and development in our organization.
C2	There is high investments in training employees in problem-solving, teamwork and interpersonal relations in our organization
C3	Employees in each job will normally go through training programs every year in our company
C4	Training and development needs in our organizations are identified and met.
D1	In our company salary and other benefits are comparable to what is generally obtainable in the industry
D2	In our organization, performance of the employees is measured on the basis of objective quantifiable results
D3	Performance is evaluated on the basis of performance appraisal data.
D4	Appraisal-based information are used for changing the selection and training of employees in our organization
E1	Compensation are based on employees' performance for achieving specific goals and objectives.
E2	Compensation is linked to the qualification of employees in their organizations.
E3	In our organization salary and other benefits are comparable to what is generally obtainable in the industry
F1	Employees in my organization are encouraged to take more responsibility for their own development, including the development of the skills viewed as critical in the company.
F2	Internal advancement opportunities in my organization are based on merit
F3	our company provides clear career path information to employees
F4	There is clarity and usage of career planning system in our organizations

Source: Koys and De Cotiis (1991); Abdulkadir (2012), Budhwar (2000) Litwin and stringer (1968).

Adequate training and development system is also desirable in developing and enhancing the quality of the current employees, especially in problem-solving, teamwork and interpersonal relations result in beneficial firm level outcomes (Barak *et al.*, 1999; Abdulkadir, 2012). In addition, a robust performance appraisal system is also desirable in monitoring the development of desired employee attitudes and behaviours through the use of the appraisal mechanisms (Schuler and Jackson, 1999; Abdulkadir, 2012). SHRM also involve a good compensation system, especially, the use of performance-based compensation system to provide rewards to employees for achieving the specific goals and objectives of the firm (Schuler and Jackson, 1999; Abdulkadir, 2012; Milkovich and Boudreau, 1998).

The last SHRM dimension posits for an effective career planning system. A well-functioning career planning system along with internal advancement opportunities based on merit, results in high motivation among employees may also encourage employees to take more responsibility for their own development, including the development of the skills viewed as critical in the company, as well as, the consequential impact on firm performance (Schuler and Jackson, 1999; Abdulkadir, 2012; Milkovich and Boudreau, 1998). In summary, operationalisation of SHRM in this study is tabulated in table 1, depicting the various six dimensions. The relationship between the SHRM variables and organizational climate and performance are depicted in the conceptual model, shown in figure 1.

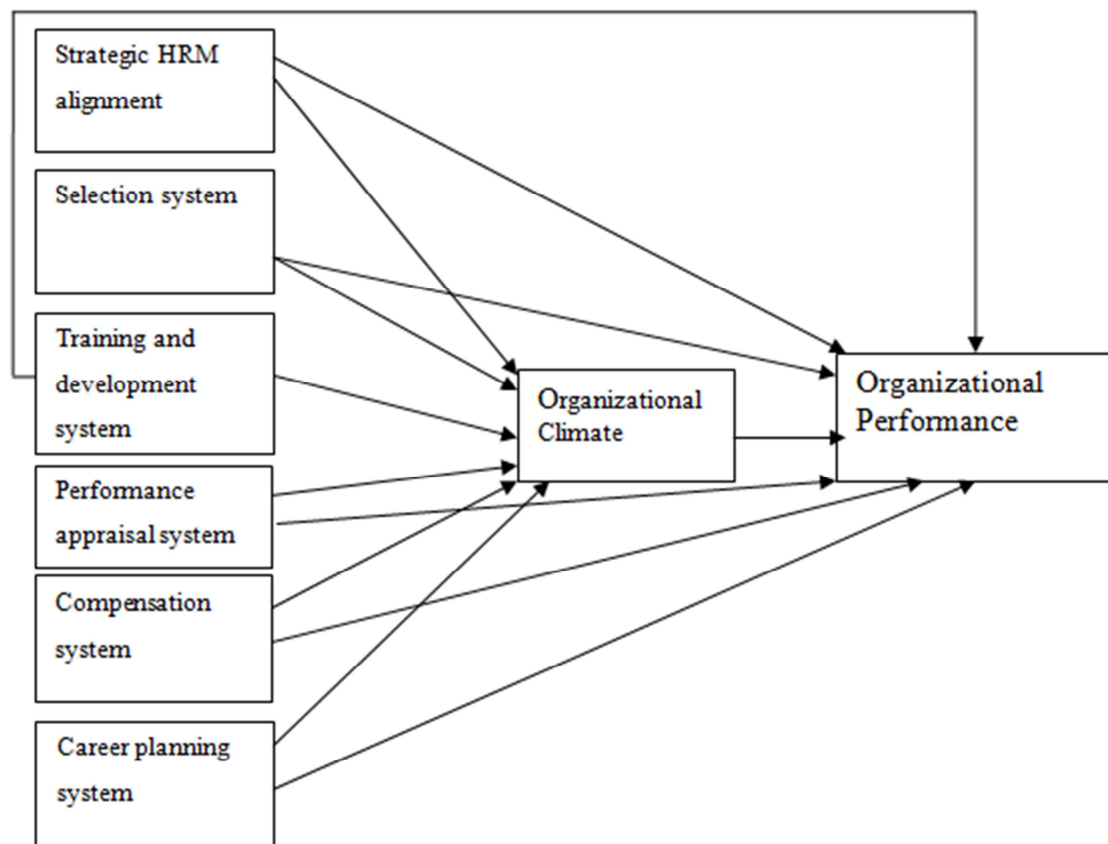


Figure 1. Proposed model for the effects of SHRM efforts on Organizational Climate and Organizational Performance.

2.3. Organizational Climate

The term organizational climate has been defined in numerous ways (Jensen, 2003; James and Jones, 1974). In this study, organizational climate is defined as the average meanings that employees attach to a particular work setting, at both individual level (in terms of their meaning and significance for individual employees in organizations) and psychological climate (meanings that individuals attach to their work context) (Jensen, 2003; James and Jones, 1974; Litwin & Stringer, 1968; Pritchard & Karasick, 1973). This is similar to French *et al* (1985), which sees organizational climate as measures to assess organizations in term of dimensions that are thought to capture or describe

perceptions about the climate (Ainuddin and Ling, 1998). The increasing number of studies focusing on the relationship between strategic human resource management (SHRM) practices and organizational climate in the past few years were fuelled by the argument that access to capital and technology, are becoming less effective as they can be easily imitated by competing organizations (Koys and De Cotiis, 1991; Abdulkadir, 2012).

2.4. Organizational Performance

Several empirical studies have been conducted to establish the link between SHRM effort and organizational performance (Koys and De Cotiis, 1991; Budhwar, 2000; Teo, 2002; Cunningham and Deborah, 1995; Khatri, 1999;

Abdulkadir, 2012). The results of these studies indicated that there are various measures (i.e. organizational performance, organizational climate, business performance, financial and non-financial performance e.t.c). As adapted in this study, Budhwar (2000) and Abdulkadir (2012) measured performance in two dimensions: organizational climate and organizational performance. Organizational climate is considered as primary measures because they follow directly from the actions taken during the implementation of SHRM,

while organizational performance measured via different dimensions such as profitability, growth, sustainable competitive advantage and customer services. They are called secondary measures because they are a consequence of SHRM implementations (Teo, 2002; Cunningham and Deborah, 1995, Khatri, 1999). The measures of organizational climate and organizational performance are depicted in table 2.

Table 2. *The measure of Organizational Climate and Organizational Performance.*

Variable	Organizational Climate:	Dimension
G1	feelings about constraint and freedom to act and the degree of formality or informality in the working atmosphere	Structures
G2	the feeling of being trusted to carry out important work	Responsibility
G3	the sense of riskiness and challenge in the job and in the organization	Risk
G4	the existence of friendly and informal social groups	Warmth
G5	the perceived helpfulness of managers and co-workers	Support
G6	the perceived importance of implicit and explicit goals and performance standards; the emphasis of doing a good job	Standards
G7	the feelings that managers and other workers want to hear different opinion	Conflict
G8	the feeling that you belong to a company; that you are valuable member of a working team	Identity
	ORGANISATIONAL PERFORMANCE	
	Profitability Dimension	
H1	Our Organisation's Net profit position improves relative to competition	
H2	Management is satisfied with return on corporate investment	
H3	Management is satisfied with return on sales	
H4	Our Returns on investment (ROI) position improves relative to competition	
H5	Our Organisation's Return on Assets (ROA) position improves relative to competition	
H6	Our Organisation's Financial liquidity (cash) position improves relative to competition	
	Growth Dimension	
H7	Our deposits growth position improves relative to competition	
H8	Management is satisfied with our deposits growth rate	
H9	Our Market share gains relative to competition	
	Sustainable Competitive Advantage Dimension	
H10	Our competitive advantage in BPR implementation is difficult for competitors to copy because it uses resources that we only have access to.	
H11	It took our Organisation time to build the competitive advantage and competitors would find it time-consuming to follow a similar route.	
H12	Possession of unique proprietary technology, tacit know-how, and firm reputation/ image induces our companies propensity to transfer new management techniques	
	Customer Services Dimension	
H13	Market research is conducted to discover customers expectation and changes in customer satisfaction	
H14	There is a record of customers' requests, complaints and transactions for future reference	
H15	Customers' complaints, lost customer analysis and feedback are used to improve the products/ services	
H16	Customers are satisfied with the customer service and Customers relationship management of my organization	

Source: Koys and De Cotiis (1991); Abdulkadir (2012), Budhwar (2000); Litwin and stringer (1968).Awolusi and Akinruwa (2014); Awolusi (2013)

Relationships among Strategic Human Resource Management Practices, Organizational Climate and Organizational Performance

There is a common assumption in the literature that the SHRM have a positive impact on many performance indices (Teo, 2002; Cunningham and Deborah, 1995, Khatri, 1999). Ferris et al. (1990) made one of the first major attempts to

examine how effective management of human resources might contribute to positive organizational performance. In addition, David et al. (2002) also examined the relationship between SHRM and organizational financial and human resource performance in Singapore. Using descriptive statistics and regression to analyze the data, the results indicate that with the exception of team-based work and

performance-based pay, all the other strategic HRM components have a positive impact on the financial performance of a firm (Abdulkadir, 2012).

Singh (2004) and Green *et al.* (2006) also reported that organizations that vertically aligned and horizontally integrated HR function and practices performed better and produced more committed and satisfied HR function employees who exhibited improved individual and organizational performance

Most of these studies (Tessemer and Soeters, 2006; Kai *et al.*, 2007; Dimba and K'Obonyo, 2009) indicated that SHRM firms outperform non-SHRM firms in major performance indices, such as improved organizational climate, improving flexibility, improving employee relations, operating procedures and improving the quality of products. However, to investigate the previous mentioned relationship, the following hypotheses are therefore proposed:

H_{1A}: Strategic HRM alignment has positive relationship with organizational climate

H_{2A}: Selection system has positive relationship with organizational climate

H_{3A}: Training and development system has positive relationship with organizational climate

H_{4A}: Performance appraisal system has positive relationship with organizational climate H_{5A}: Compensation system has positive relationship with organizational climate

H_{6A}: Career planning system has positive relationship with organizational climate

Furthermore, the relationships between SHRM practices and organizational performance have been addressed in several studies (Koys and De Cotiis, 1991; Abdulkadir, 2012; Budhwar, 2000; Litwin and stringer, 1968). They indicated a positive association between SHRM practices and improved organizational performance. In other words, the results of those studies demonstrated the crucial role of SHRM practices in enhancing the organizational performance. Therefore, it is hypothesized that:

H_{1B}: Strategic HRM alignment has positive relationship with organizational performance

H_{2B}: Selection system has positive relationship with organizational performance

H_{3B}: Training and development system has positive relationship with organizational performance

H_{4B}: Performance appraisal system has positive relationship with organizational performance

H_{5B}: Compensation system has positive relationship with organizational performance

H_{6B}: Career planning system has positive relationship with organizational performance

Lastly, this study attempts to investigate the influence of the primary measures (as expressed by the organizational climate) on the secondary measures (as expressed by the organizational performance). Also previous empirical studies () observed a positive correlation between organizational climate and the overall organizational performance. Therefore, it is hypothesized that:

H₇: Organizational climate has positive relationship with

organizational performance

3. Research Methodology

Survey research design was adopted in this study. This involved the use of questionnaire, as the primary source of data collection for this research. This is on the premise that survey research is an appropriate method to generalize from a sample to a population, allowing in this sense, to establish inferences over the entire population (Budhwar, 2000; Litwin and stringer, 1968). The populations consist of all staff in the Nigerian oil and gas industry. The study made use of a sampling frame consisting of 10 oil and gas companies listed on the Nigerian Stock Exchange (NSE) as at 31st December, 2013. The unit of analysis in this study is the firm and multi-rater (multi respondents) response approach was adopted. Gerhart *et al.* (2000) contended that SHRM effects based on single respondent surveys were significantly undermined by the presence of measurement error in the SHRM measures. To minimize this error, a personally-administered questionnaire was primarily adapted from earlier studies (Koys and De Cotiis, 1991; Abdulkadir, 2012; Budhwar, 2000; Litwin and stringer, 1968; Awolusi and Akinruwa, 2014; Awolusi, 2013) and it was modified where necessary. All the items in the questionnaire were measured with a five-point Likert scale ranging from 1 to 5, where "1=strongly disagree, 2=Disagree, 3=neither disagree nor agree, 4=Agree, 5= strongly agree and n/a is 'not applicable' or 'no comments'". This scale was also pre-tested several times by three professors in Management studies and six experts in SHRM implementation, specifically in the Nigerian oil and gas context and it was found to be valid on the basis of this study.

In the questionnaire, participants were asked to answer three important sections; section A with regards to the demographic data, section B, SHRM and section C contains items measuring both organizational climate and organizational performance. In items measuring SHRM practices, respondents were asked to rate the degree of usefulness of 24 variables (table 1) in association with their company's strategic human resource strategies. In performance measures, they were asked to rate 8 and 16 variables (table 2) in relation to their companies' organizational climate and organizational performances respectively.

During the main study, a multi-stage sampling technique was adopted (Abdolvand *et al.*, 2008). The first stage entailed the use of clustering and purposive sampling techniques in selecting the participating companies. Thus there were two clusters, Multinationals and Local Companies. Then purposive sampling of the companies was done to ensure that the two clusters were adequately represented. Consequently, five (5) companies each were selected from the two clusters. These companies selected adequately represented SHRM perspective in the Nigerian oil and gas context, since all the ten companies accounted for over 70 percent of Nigeria daily crude oil production (Osu, 2011). The second stage involved

the use of proportionate sampling method in allocating copies of questionnaire to the participating companies (Khong, 2005). The last stage involved the use of random sampling method, in selecting the final respondents for each oil and gas company, based on the total allotted questionnaires. Overall, the total questionnaires were settled at 450. Consequently, a total of 450 questionnaires were administered to the respondents, after obtaining necessary authorization from the management of these companies (Khong, 2005). A total of 320 questionnaires were returned to the researcher within one month. Out of the 320 questionnaires, 19 questionnaires were discarded due to incorrect fillings by the respondents. In all 301 usable questionnaires (67% response rate) were analysed. Using SPSS 20.0 (Statistical Package for Social Sciences) version, the data from the copies of questionnaire were analysed using the following methodologies in sequential order: reliability and validity analysis, and multiple regression analysis.

4. Results and Discussion of Findings

4.1. Reliability and Validity Analysis

In order to measure the internal consistency of variables, measured by interval scale items, in a summated scale (Hair et al., 1998), Cronbach's alpha scores were computed for each construct and to indicate how different items can reliably measure the construct.

In this research, all scales have reliability coefficients greater than 0.7 (see Table 3). Thus, the scales used in this research could be considered as reliable (Khong and Richardson, 2003). Specifically, from the results of the reliability analysis, shown in table 4, the cronbach's alpha, CR and AVE of all the eight constructs measuring SHRM, organizational climate and organizational performance were well above the recommended minimum of 0.70, 0.70 and 0.50 respectively. Hence, the set of variables were consistent in what they were intended to measure (Hair et al., 1998). In addition, this research utilised convergent and discriminant validity tests, to demonstrate various aspects of construct validity- the ability of the measurement items to measure accurately the constructs of the study (Hair et al., 1998). Factor Analysis, via "Principal Components extraction", was the technique used to test discriminate Validity. Factoring method used was "Principal Components", applying an Orthogonal Varimax rotation with Kaiser's normalization (Khong, 2005). Based on these conditions, eight (8) factors were obtained (Kaiser's criterion of retaining factors with eigenvalues greater than 1), which was consistent with the eight variables used in the model (Asteriou and Hall, 2007). Verification of the pearson correlation matrix also validated this study. According to Hair et al. (1998) the correlation matrix should be analyzed to detect any correlation among predictors with values > 0.80. We observed that not obvious collinearity problem appears in this study.

Table 3. Summary of Test Result- Reliability Analysis.

Constructs	Number of Questionnaire items	Cronbach's Alpha (mean)	Composite Reliability(CR)	Average Variance Extracted (AVE)
Strategic HRM alignment	5	0.744	0.734	0.722
Selection system	4	0.867	0.778	0.754
Training and development system	4	0.722	0.788	0.787
Performance appraisal system	4	0.833	0.734	0.734
Compensation system	3	0.856	0.745	0.763
Career planning system	4	0.722	0.754	0.698
Organizational Climate	8	0.776	0.787	0.732
Organizational Performance	16	0.766	0.732	0.799

4.2. Multivariate Analysis-Regression Analysis

In this study, the underlying hypotheses were analyzed using regression analysis. According to Hair et al. (1998), multiple regression analysis is a convenient statistical technique to be used when the researcher requires analyzing the relationship between a single dependent variable and several independent variables. However, since a mediating effect (organizational climate) was defined in the model, the Path Analysis Technique was applied to test proposed hypotheses. Path Analysis is a regression-based technique widely used for analyzing the direct and indirect effects in model encompassing mediating variables (Asteriou and Hall, 2007). It must follow a three-step regression procedure to

assess the hypotheses, as suggested by Baron and Kenny (1986), Frazier et al. (2004) and Hair et al. (1998):

- Step 1: Regression between Mediator and Independent Variables.
- Step 2: Regression between Dependent Variable and Independent Variables.
- Step 3: Regression between Dependent Variable and Independent Variables plus Mediator.

4.3. Hypothesis Testing

In order to examine the relationships between SHRM and business performance (as represented by organizational climate and organizational performances) of Nigerian oil and gas companies, the hypothesized relationships were tested, using multiple regression tool in SPSS (Statistical Package

for Social Sciences) 20.0. The results are shown in table 4.

Table 4. Testing the Hypotheses.

a. Step 1. Regression between Mediator and Independent Variables.

R ² = 0.7332	R= 0.4002			Sig <.000		
Durbin Watson= 1.972	Organizational Climate					
Construct Association	‘α’ Level	Beta	p-value	Significant (yes/no)	Hypothesis	Validation
Strategic HRM alignment with Organizational Climate	0.05	0.32	0.040	Yes	Accept H1A	Yes
Selection system with Organizational Climate	0.05	0.25	0.048	Yes	Accept H2A	Yes
Training and development system with Organizational Climate	0.05	0.37	0.027	Yes	Accept H3A	Yes
Performance appraisal system with Organizational Climate	0.05	0.35	0.033	Yes	Accept H4A	Yes
Compensation system with Organizational Climate	0.05	0.33	0.043	Yes	Accept H5A	Yes
Career planning system with Organizational Climate	0.05	0.05	0.181	No	Reject H6A	No

b. Step 2. Regression between Dependent Variable and Independent Variables.

R ² = 0.6556	R= 0.3446				Sig <.0001	
Durbin Watson= 2.027Organisational performance						
Construct Association	‘a’ Level	Beta	p-value	Significant (yes/no)	Hypothesis	Validation
Strategic HRM alignment with organizational performance	0.05	0.38	0.022	Yes	Accept H ₁ B	Yes
Selection system with organizational performance	0.05	0.22	0.036	Yes	Accept H ₂ B	Yes
Training and development system with organizational performance	0.05	0.21	0.047	Yes	Accept H ₃ B	Yes
Performance appraisal system with organizational performance	0.05	0.22	0.025	Yes	Accept H ₄ B	Yes
Compensation system with organizational performance	0.05	0.25	0.023	Yes	Accept H ₅ B	Yes
Career planning system with organizational performance	0.05	0.06	0.115	No	Reject H ₆ B	No

c. Step 3. Regression between Dependent Variable and Independent Variables plus Mediator.

R²= 0.5444	Sig <.0001					
Durbin Watson= 2.112	Organisational performance					
Construct Association	'α' Level	Beta	p-value	Significant (yes/no)	Hypothesis	Validation
Strategic HRM alignment with organizational performance	0.05	0.35	0.0222	Yes		Yes
Selection system with organizational performance	0.05	0.24	0.0411	Yes		Yes
Training and development system with organizational performance	0.05	0.17	0.0367	Yes		Yes
Performance appraisal system with organizational performance	0.05	0.15	0.0460	Yes		Yes
Compensation system with organizational performance	0.05	0.18	0.0380	Yes		Yes
Career planning system with organizational performance	0.05	-0.07	0.1621	No		No
Organizational Climate with organizational performance	0.05	0.25	0.0341	Yes	Accept H ₇	Yes

Note: α level denotes significant level

4.4. Discussion of Findings

Findings based on the survey revealed that SHRM efforts positively affected the two performance variables (Organizational climate- $p=0.000$ and organizational performance- $p=0.0001$). Except for career planning system ($\beta = -0.07$, $p=0.1621$), the results suggests the positive effects of the SHRM on both organizational climate and organizational performance in Nigerian oil and gas companies, and were corroborated empirically in this study.

As shown in Table 4, there is a strong positive relationship between SHRM practices and both organizational climate and organizational performance with a multiple correlation (R) of 0.4002 and 0.3446 respectively. The adjusted R^2 of 0.7332 and 0.6556 implies that 73.32% and 65.56% of the variations in both organizational climate and organizational performance are adequately explained by SHRM practices used in this study. All results are significant at $p < 0.05$. Other model fit indices indicate a reasonable fit with $X^2 = 703.34$ and 303 degrees of freedom, $p < 0.01$; normed fit index

(NFI)=0.95; non-normed fit index (NNFI)=0.96; comparative fit index (CFI)= 0.95; root mean square error of approximation (RSMEA) (91% confidence interval= 0.087) and standardized root mean square residual (SRMR)= 0.096 (Baumgartner & Homburg, 1996; Hair et al., 1998). We can thus safely conclude that the model is accepted to fit the data and we can continue to analyze the outcome of the hypothesized effects. Overall, results therefore, suggest that SHRM practices have significant effect on the performance of Nigerian oil and gas companies. The results of this study indicate that SHRM is impressively being practice in the Nigerian oil and gas industry.

Specifically, apart from career planning system, in descending order, the results suggest that, Strategic HRM alignment, training and development, Compensation System, Selection System, and Performance appraisal system are the key SHRM practices that influenced both organizational climate and performance in the Nigerian oil and gas industry. It therefore, implies that companies operating in the Nigerian oil and gas industry should pay more attention to these practices with a view to improving their implementation and the performance related outcomes across the industry.

The only surprising result of this study was the inability to corroborate the influence of career planning system on both organizational climate and organizational performance, as a result of SHRM implementation effort in Nigerian oil and gas companies. This unique finding was contrary to many empirical findings (Koys and De Cotiis, 1991; Budhwar, 2000; Teo, 2002; Cunningham and Deborah, 1995; Khatri, 1999; Abdulkadir, 2012). There are few possible explanations for this result. The first one can be drawn from empirical research by Budhwar, (2000). In this study, it was found that many Nigerian companies often failed to attract the needed personnel or consultants, especially in highly technical industry like the oil and gas. Hence, SHRM effort is often characterized by poor career planning support (Teo, 2002).

Validating the mediating role of organizational climate (H_7) was done based on Baron and Kenny (1986) established conditions for mediation: (1.) the independent variables must affect the mediator in Step 1 (table 4a confirms this condition). (2.) The independent variables must be shown to affect the dependent variable in Step 2 (table 4b confirms this condition). (3.) The mediator must affect the dependent variable in the Step 3 (table 4c confirms this condition). (4.) The effect of the independent variables on the dependent variable must be less in the Step 3 than in the Step 2 (this was also confirmed by the difference between tables 4b and 4c). Meaning that, organizational climate moderately mediated between SHRM efforts and organizational performance in the Nigerian oil and gas industry, based on the data set of this study. One possible explanation could be due to the success of SHRM efforts as measured by organizational climate variables like structures, responsibility, risk, warmth, support, standard, conflict, and identity would lead to success in the secondary measures (organizational performance) (Peppard and Fitzgerald, 1997; Salaheldin, 2009).

5. Conclusion and Implications for Practice

The purpose of this paper is to evaluate the effects of strategic human resources management (SHRM) practices on the primary measures as expressed by the Organisational Climate and the secondary measures as expressed by the organizational performance, and to find out the effect of the Organisational Climate on the organizational performance of Nigerian oil and gas companies. The results obtained from this study indicate that SHRM is moderately practiced by companies operating in the Nigerian oil and gas industry. Specifically, apart from career planning system, in descending order, the results suggest that, Strategic HRM alignment, training and development, Compensation System, Selection System, and Performance appraisal system are the key SHRM practices that influenced both organizational climate and performance in the Nigerian oil and gas industry. This practice is symbolized by improvements in both performance measures (organizational climate and organizational performance), as well as, the moderating influence of organizational climate on organizational performance of Nigerian oil and gas companies during the study period. In addition, improvements in both organizational climate and organizational performance are reasonably enhanced by five out of the six SHRM practices tested.

5.1. Theoretical Implications

Traditionally, the operations management literature has paid little attention to human resources issues. The present study brings some of these issues into focus in the context of oil and gas companies in a developing nation. Although, the empirical validation for the efficacy of the six SHRM practices proposed by Abdulkadir (2012) was the focal research issue, the findings and implications of our study go beyond just testing the potency of Abdulkadir's six SHRM practices. Specifically, the present study investigates the mediating effect of organizational climate which helps us better understand the nature of the relationship between SHRM practices and organizational performance. In addition, this study seems to be among the few examining the outcome of SHRM effort, in the perspective of how organizations fare after its implementation. Another contribution of this study is the measurement of performance, which was not limited to or focused on financial metrics, but encompasses diverse business indicators and perspectives, like organizational climate, profitability, growth, customer services and sustainable competitive advantage (Khong and Richardson, 2003). In addition, this study seems to be one of the few that aims at investigating SHRM's success in a developing economy, like Nigeria, by proposing a model and attempting to validate it empirically. In addition, this study offers a theoretical model that can be considered as a step forward in developing an integrated model toward investigating the relationship between SHRM efforts, SHRM effectiveness as

expressed by the organizational climate and SHRM success as expressed by the organizational performance and might serve as a basis for future research.

5.2. Managerial Implications

Based on findings from this study, Nigerian oil and gas companies should consider SHRM as an innovative tool for improving organizational climate and organizational performance. In addition, the corroborated findings provide valuable implications for practice. This study is expected to provide specific direction to companies contemplating a SHRM programme, hence, the study is expected to be beneficial to Nigerian oil and gas companies, policy makers in private and public sectors of the Nigerian economy by, enabling better strategic and tactical judgments with regards to SHRM implementations. It therefore, implies that companies operating in the Nigerian oil and gas industry should pay more attention to these practices with a view to improving their implementation and the performance related outcomes across the industry. It will help Nigerian companies understand SHRM as a business philosophy, its key components and benefits. It will also explore imperatives for successful implementation. In addition, this study empirically validates an ideal-type SHRM system for the oil and gas companies. The findings of this study are expected to help operations and human resource managers recognize the potential of these six SHRM practices and assist them in designing human resource management systems at the plant level to gain superior performance. Lastly, the study emphasizes the moderating role of organizational climate; and posits that organizational climate moderately influenced the relationship between SHRM effort and organizational performance in the Nigerian oil and gas industry.

However, this research is subject to the normal limitations of survey research. The study used perceptual data provided by members of staff which may not provide clear measures of performance. However, this can be overcome using multiple methods to collect data in future studies. This may include the use of additional guidelines to minimize this potential limitation, including: the use of different methods to measure the hypothesized relationships. In addition, due to the limitations of our data, we did not investigate the impact of organizational strategy on these SHRM practices. Further research is needed to understand how an organization's strategic context influences the choice of SHRM practices and its impact on the various performance indices. Also, whether these findings are generalizable across country and/or industry needs to be investigated.

References

- [1] Abdulkadir, D. S. (2012). "Strategic human resource management and organizational performance in the Nigerian insurance industry: the impact of organizational climate", *Business Intelligence Journal*. Vol. 5, No. 1, Pp 8 – 20.
- [2] Abdulkadir, D. S. (2009). Effects of Strategic Human Resource Management Practices on Perceived Financial Performance: Some Evidence from the Nigerian Financial Sector. *International Journal of Management Science*. Vol. 1, No. 2, Pp 29 – 35.
- [3] Ainuddin, Raja Azimah Raja Omar and June, Meaw Ling Poon. (1998). Climate Dimensions of a Manufacturing Company - A Pilot Study. Research and Publication Unit of MIM. Volume 23 No 3, December 2010. UniversitiKebangsaan Malaysia. Retrieved April 5, 2010, 8.13 am from <http://Mgv.Mim.Edu.My/Mmr/8812/881205.Htm>.
- [4] Alavi, H. R. and Jahandari, R. (2005). Organizational Climate of Kerman ShahidBahonar University: Its Comparison with the Desired Organizational Climate from the View Points of the Personnel (staff) of the University. *Public Personnel Management*. Volume 34, No 3.
- [5] Abdolvand, N. Albadvi, A & Ferdowsi, Z. (2008), "Assessing readiness for business process reengineering", *Business Process Management Journal*, 14(4), 497-511.
- [6] Adeyemi, S. and Aremu, M.A. (2008), 'Impact assessment of Business Process Reengineering on organizational performance,' *European Journal of Social Sciences*, Vol. 7 No.1, pp. 115-125
- [7] Aggarwal, S. (1998), "Re-engineering: a breakthrough or little new?," *Journal of Socio-Economic Planning Science*, Vol. 32 No.2, pp.155-67.
- [8] Ahmed, H., Francis, A. and Zairi, M. (2007), "Business process reengineering: Critical success factors in higher education", *Business Process Management Journal*, Vol. 13 No.3, pp.451-469
- [9] Al-Mashari, M. and Zairi, M. (1999), 'BPR implementation process: an analysis of Key success and failure factors', *Business process Management Journal*, Vol. 5, No. 1, pp. 87-112
- [10] Al-Mashari, M. Irani, Z. and Zairi, M. (2001), 'Business Process Reengineering: a survey of international experience', *Business process Management Journal*, Vol.2 No. 4, 437-455
- [11] Ariyachandra, T. R., & Frolick, M. N. (2008), "Critical success factors in business performance management—Striving for success, *Information Systems Management*, 25(2), 113–120.
- [12] Ascari, A., Rock, M. and Dutta, S. (1995), "Reengineering and organisational change: lessons from a comparative analysis of company experience", *European management Journal*, Vol.13 No.1, pp.1-30.
- [13] Asikhia, O.(2010), "Strategic marketing orientation and performance: a case for synergistic merger effects of Nigerian banks", *European Journal of Scientific Research*, 42(2), 268-289
- [14] Asteriou, D. and Hall, S. G. (2007). *Applied Econometrics: A Modern approach*. (Revised Edition), NY: Palmgrave Macmillan
- [15] Awolusi, O.D. and Akinruwa, T. E. (2014), "Cultural combination and International Acquisition Performance of Multinational corporations in Nigeria", *Global Journal of Commerce and Management Perspective*, Vol. 3(1): 1-14
- [16] Awolusi, O.D. (2013), "Factors influencing the internationalization of Nigerian Manufacturing firms: an empirical analysis", *International Journal of Business and Management Research*, Vol. 1, No. 3, pp.14–34

- [17] Bandara, W., Gable, G., & Rosemann, M. (2005), "Factors and measures of business process modelling: Model building through a multiple case study", *European Journal of Information Systems*, 14(4), 347–360.
- [18] Barak, M., Maymon T., and Harel, G. (1999). Team Work in Modern Organizations: Implications for Technological Education. *International Journal of Technology and Design Education* 9: 85-101
- [19] Budhwar, P. (2000). Strategic Integration and Devolvment of Human Resource Management in the UK Manufacturing Sector. *British Journal of Management* 11(4): 285–302.
- [20] Budhwar, P., and Khatri, N. (2001). HRM in Context: Applicability of HRM Models in India. *International Journal of Cross Cultural Management* 1(3): 333–56.
- [21] Burton, R. M., Lauridsen, J. and Obel, B. (1998). Tension and Resistance to Change in Organizational Climate: Managerial Implications for a Fast Paced World.
- [22] Buyens, D., and De Vos, A. (2001). Perception of the Value of the HR Function. *Human Resource Management Journal* 11(3): 70–89.
- [23] Baron, R., Kenny, D. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, (51), 1173-1182.
- [24] Baumgartner H & Homburg C (1996). Applications of structural equation modelling in marketing and consumer research: A review. *International Journal of Research in Marketing*, 1(13), 139-161.
- [25] Berrington, C.L. and Oblich, R.L. (1995), "Translating business reengineering into bottom-line results", *Industrial Engineering*, Vol.27 No.1, pp.24-7.
- [26] Bhatt, G.D. (2000), "Exploring the relationship between information technology, infrastructure and business process re-engineering", *Business Process Management*, Vol. 6 No.2, pp.139-63.
- [27] Bhote, K.R. (1996), Beyond customer satisfaction to customer loyalty: the key to greater profitability. Dublin: Lafferty Publication
- [28] Bontis, N. (1998), "Intellectual capital: an exploratory study that develops measures and models", *Management Decision*, Vol. 36 No. 2, pp. 63-7.
- [29] Bontis, N., Chua, C.K. and Richardson, S. (2000), "Intellectual capital and business performance in Malaysian industries", *Journal of Intellectual Capital*, Vol. 1 No. 1, pp. 85-100.
- [30] Buday, R. (1993), "Reengineering one firm's product development and another's service delivery," *Planning Review*, 21 (2), 14-19
- [31] Cunningham, J. B., and Deborah, Y. A.. (1995). Skills for Managing Human Resources in a Complex Environment: the Perceptions of Human Resource Managers in Singapore. *International Journal of Human Resource Management* 6(1): 79–101.
- [32] Cabin, R. and Grant, R.M. (1996), 'Restructuring among the world's largest oil majors,' *British Journal of Management*, 4(3), 212-235
- [33] David, W., Chin, H. O. and Victor, K. (2002). Strategic Human Resource Management and Organizational Performance in Singapore. *Compensation and Benefits Review*, 34: 33-42.
- [34] Dimba B. and K'Obonyo P. (2009). The Effect of Strategic Human Resource Management Practices on Performance of Manufacturing Multinational Companies in Kenya: Moderating Role of Employee Cultural Orientations and Mediating Role of Employee Motivation. *Proceedings of the International Conference on Human Capital Management in University of Nairobi*, July 22 – 24.
- [35] Davenport, T. (1993), *Process Innovation: Reengineering Work Through Information Technology*, Harvard Business School Press, Boston, MA.
- [36] Davenport, T.H. and Short, J.E. (1990), 'The new industrial engineering: Information technology and business process redesign,' *Sloan Management Review*, 11-27
- [37] Delery, J.E., Doty, D.H. (1996). Modes of theorizing in strategic human resource management: tests of universalistic, contingency, and configurational performance predictions. *Academy of Management Journal*, 39 (4), 802–835.
- [38] Elmuti, D. (2003), "The perceived impact of outsourcing on organisational performance", *Mid-American Journal of Business*, Vol. 18 No. 2, pp. 33-7.
- [39] Ferris, G. R., Russ, G. S., Albanese, R., & Martocchio, J. J. (1990). Personnel/Human Resources Management, Unionization, and Strategy Determinants of Organizational Performance. *Human Resource Planning*, 13, 215-227.
- [40] French, W. L, Kast, F. E. and Rosenzweig, J. E. (1985), *Understanding Human Behaviour in Organizations*, Haper and Row, New York.
- [41] Frazier, P., Tix, A., Barron, K. (2004). Testing Moderator and Mediator Effects in Counseling Psychology Research. *Journal of Counseling Psychology*, 51(1), 115- 134.
- [42] Gerhart, B., Wright, P.M., McMahan, G., and Snell, S.A. (2000), 'Measurement Error in Research on Human Resources and Firm Performance: How Much Error is There and How Does it Influence Effect Size Estimates?,' *Personnel Psychology*, 53, 4, 803–834.
- [43] Green, W. K., Wu, C., Whitten, D., and Medlin, B. (2006). The Impact of Strategic Human Resource Management on Firm Performance and HR professionals' Work Attitude and Work Performance. *International Journal of human resource Management*, 8(3): 263-276.
- [44] Guenzi, P. and Troilo, G. (2007), 'The joint contribution of marketing and sales to the creation of superior customer value', *Journal of Business Research*, 60 (2), 98-107
- [45] Hall, L., and Torrington, D. (1998). Letting Go or Holding On: The Devolution of Operational Personnel Activities. *Human Resource Management Journal* 8: 41–55.
- [46] Halpin, A. W., and Croft, D. B. (1963). *The Organizational Climate of Schools*. Chicago: Midwest Administration Center of the University of Chicago.
- [47] Huang T. (1998). The Strategic Level of Human Resource Management and Organizational Performance: An Empirical Investigation. *Asia Pacific Journal of Human Resources*. 36(2): 59-72.

- [48] Huselid, M. A. (1995). The Impact of Human Resource Management Practices on Turnover, Productivity, and Corporate Financial Performance. *Academy of Management Journal*, 38, 635-670.
- [49] Hair, J.F., Anderson, R.E., Tatham, R.L. and Black, W.C. (1998), *Multivariate Analysis*, 5th ed., Prentice-Hall, Englewood Cliffs, NJ.
- [50] Hall, J., Rosenthal, J. and Wade, J. (1993), "how to make reengineering really work", *Harvard Business Review*, November/December, 119-31
- [51] Hammer, M. (1990), "Reengineering work: don't automate, obliterate", *Harvard Business Review*, Vol. 68 No. 4, pp. 104-12.
- [52] Hammer, M. and Champy, J. (1993), "Reengineering the corporation: a manifesto for business revolution", Harper Business, New York, NY.
- [53] Huselid, M. A. (1995). The Impact of Human Resource Management Practices on Turnover, Productivity, and Corporate Financial Performance. *Academy of Management Journal*, 38, 635-670.
- [54] James, L. R., & Jones, A. P. (1974). Organizational Climate: A Review of Theory and Research. *Psychological Bulletin*, 81(12), 1096-1112.
- [55] Jensen, M. T. (2003). Organizational Communication: A Review. Research and Development Report No. 1, p. 1-106.
- [56] Jarrar, Y. F. and Aspinwall, E. M. (1999), "Business process re-engineering: learning from organizational experience". *Total Quality Management*, Vol.10 No. 2, pp. 173-86
- [57] Kai, K., A., Brian, K. P. and Cherrie, J. Z. (2007). The Effect of SHRM Practices on Perceived firm Financial performance: Some Initial evidence from Australia. *Asia Pacific Journal of Human Resources*, 46; 168-179.
- [58] Kalleberg, A.L., Moody, J.W. (1994). Human resource management and organizational performance. *American Behavioral Scientist*, 37 (7), 948-962
- [59] Khatri, N. (1999). Emerging Issues in Strategic HRM in Singapore. *International Journal of Manpower* 20(8): 51-2.
- [60] Koys, D. and De Cotiis, T. (1991), Inductive Measures of Organizational Climate, *Human Relations*, (44): 265 – 285.
- [61] Khodakaram, S., Mohammad, A. A. and Ahmad, G. (2010), 'Interpretive Structural Modeling of Critical Success Factors in Banking Process Re-engineering', *International Review of Business Research Papers*, 6(2), 95-103
- [62] Khong, K.W. (2005). "The perceived impact of successful outsourcing on customer service management", *Supply chain management: An International Journal*, Vol. 10(5), pp. 402-411
- [63] Khong, K.W. and Mahendiran, N. (2006). "The effects of customer service management on business performance in Malaysian banking industry: an empirical analysis", *Asia Pacific Journal of Marketing and Logistics*, Vol. 18(2), pp. 111-128
- [64] Khong, K.W. and Richardson, S. (2003), "Business process re-engineering (BPR) in Malaysian banks and finance companies", *Managing Service Quality*, Vol. 13 No. 1, pp. 54-71.
- [65] Kotler, P. (2000), *Marketing Management*, 10th ed., Prentice Hall, Englewood Cliffs, NJ.
- [66] Litwin G. H. and Stringer R. A. (1968). *Motivation and Organizational Climate*. Cambridge: Harvard University Press.
- [67] Milkovich, T. G., and Boudreau, W. J. (1998). *Human Resource Management*, 8th ed. Boston: Irwin.
- [68] McAdam, R. (2003), "Radical change: a conceptual model for research agendas", *Leadership & Organization Development Journal*, 24(4), 226-235.
- [69] MacDuffie, J.P. (1995). Human resource bundles and manufacturing performance: organizational logic and flexible production systems in the World Auto Industry. *Industrial and Labor Relations Review*, 48 (2), 197-221.
- [70] Neal, A., West, M. A., & Patterson, M. G. (2005). Do Organizational Climate and Competitive Strategy Moderate the Relationship Between Human Resource Management and Productivity? *Journal of Management*, 31(4), 492-512.
- [71] Okpara J. O. and Pamela W. (2008). HRM Practices in a Transition Economy: Challenges and Prospects. *Management Research News*, Vol. 31 (1): 57 – 76.
- [72] Osu, P. (2011), "Reengineering: Government steps up regulatory compliance in the oil and gas industry", *DPR News*, 6(2), 1-8
- [73] Ozcelik, Y. (2010), "Do business process reengineering projects payoff? Evidence from the United States", *International Journal of Project Management*, 28(3), 7-13.
- [74] Pfeffer, J. (1994). *Competitive Advantage through People*. Boston: Harvard Business School Press.
- [75] Pritchard, R. D., and Karasick, B. W. 1973, 'The Effects of Organizational Climate on Managerial Job Performance and Job Satisfaction', *Organizational Behavior and Human Decision Processes*, vol. 9, no. 1, pp. 126-146.
- [76] Peppard, J. and Fitzgerald, D. (1997), "The transfer of culturally-grounded management techniques: the case of business process reengineering in Germany", *European Management Journal*, 15(4), 446-60
- [77] Ranganathan, C. & Dhaliwal, J.S. (2001), "A survey of business process reengineering practices in Singapore", *Information & Management*, 39(2), 125-134
- [78] Salaheldin, I. S. (2009), 'Critical success factors for TQM implementation and their impact on performance of SMEs', *International Journal of Productivity and Performance Management*, 58(3), 215-237
- [79] Shin, N. & Jemella, D.F. (2002), "Business process reengineering and performance improvement: The case of Chase Manhattan Bank", *Business Process Management Journal*, 8(4), 351-363.
- [80] Siha, S.M. & Saad, G.H. (2008), "Business process improvement: empirical assessment and extensions", *Business Process Management Journal*, 14(6), 778-802.
- [81] Singh, M.D. & Kant, R. (2008), "Knowledge management barriers: An interpretive structural modeling approach", *International Journal of Management Science and Engineering Management*, 3(2), 141-150.

- [82] Smith, M. (2003), "Business process design: correlates of success and failure", *The Quality Management Journal*, Vol. 10 No. 2, pp. 38-49.
- [83] Smith, M. (2003), "Business process design: correlates of success and failure", *The Quality Management Journal*, Vol. 10 No. 2, pp. 38-49.
- [84] Slater, F.S. and Narver, J.C. (1994), "Market orientation, customer value, and superior performance", *Business Horizons*, Vol. 37 No. 2, pp. 22-9.
- [85] Schuler, R.S. (1992). Linking the People with the Strategic Needs of the Business. *Organizational Dynamics* Summer: 18-32.
- [86] Singh, K (2004). Impact of HR Practices on Perceived Firm Performance in Indian. *Asia Pacific Journal of Human Resources*. 42: 301 - 317
- [87] Som A. (2008). Innovative Human Resource management and Corporate performance in the Context of Economic Liberalization in India. *Thunderbird International Business Review*, 49(2): 1-33.
- [88] Stringer R. A. (2002). *Leadership and Organizational Climate: The Cloud Effect*. Upper Saddle River, NJ: Prentice Hall.
- [89] Teo, S. (2002). Effectiveness of a Corporate HR Department in an Australian Public Sector Entity during Commercialization and Corporatization. *International Journal of Human Resource Management* 13(1): 89-105.
- [90] Terpstra, D. E., and Rozell, E. J. (1993). The Relationship of Staffing Practices to Organizational level Measures of Performance. *Personnel Psychology*. 46: 27-48.
- [91] Tessema, M. T., and Soeters, J. L. (2006). Challenges and Prospects of HRM in Developing Countries: Testing the HRP-Performance Link in Eritrea Civil Service. *International Journal of Human Resource Management*, 17(1): 86-105.
- [92] Talwar, R. (1993), "Business re-engineering ± a strategy-driven approach", *Long Range Planning*, Vol. 26 No. 6, pp. 22-40.
- [93] Vergidis, K., Tiwari, A., & Majeed, B. (2008), "Business process analysis and optimization: Beyond reengineering", *IEEE Transactions on Systems, Man, and Cybernetics, Part C: Applications and Reviews*, 38(1), 69-82.
- [94] Wall, T. D. and Wood, S. J. (2005). The Romance of Human Resource Management and Business Performance, and the Case of Big Science, *Human Relations*, 58(4): 429 – 462.
- [95] Wright, P. M., and McMahan, G. C. (1999). Theoretical Perspectives for SHRM. In *Strategic Human Resource Management*, (Eds.) R. Schuler and S. Jackson, 49 –72. Oxford: Blackwell Publishers Ltd.
- [96] Wheelen, ..and Hunger, J.D. (2008), *Strategic management and Business policy* (11th edition), New Jersey; Pearson Prentice Hall.
- [97] Wright, R.E. (2000), "Survival analysis", in Grimm, L.G. and Yarnold, P.R. (Eds), *Reading and Understanding More Multivariate Statistics*, American Psychological Association, Washington, DC, pp. 363-407.
- [98] Yamane, T. (1967). *Statistics, An Introductory Analysis*, 2nd Ed., New York: Harper and Row.
- [99] Yates, J. (1989). *Control through Communication: The Rise of System in American Management* The John Hopkins University Press, Baltimore
- [100] Zairi, M. and Sinclair, D. (1995), "Business process re-engineering and process management: a survey of current practice and future trends in integrated management", *Management Decision*, 33 (3), 3-16.
- [101] Zammuto, R. F. and Krakower, J. Y. (1991). Quantitative and Qualitative Studies of Organizational Culture. *Research in Organizational Change and Development* 5, p. 83-114.
- [102] Zairi, M. and Sinclair, D. (1995), "Business process re-engineering and process management: a survey of current practice and future trends in integrated management", *Management Decision*, Vol. 33 No. 3, pp. 3-16.