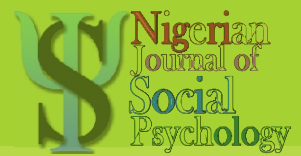


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HUMAN RESOURCE MANAGEMENT PRACTICES AND ORGANIZATIONAL PERFORMANCE OF PAPER PRODUCTS, PRINTING AND PUBLISHING FIRMS IN EBONYI STATE, NIGERIA

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Abstract

The study evaluated Human resource management practices and organizational performance of paper products, printing and publishing firms in Ebonyi state, Nigeria. The specific objectives of the study were to: examine the relationship between selective hiring and profitability of paper products, printing and publishing firms in Enugu State, Nigeria, evaluate the relationship between job security and customer satisfaction of paper products, printing and publishing firms in Enugu State, Nigeria and ascertain the relationship between training and output of paper products, printing and publishing firms in Enugu State, Nigeria. The actual population was one thousand, seven hundred and ten (1710) staff. The study sample size was three hundred and fourteen (314) using Freund and William's formula at 5 percent error margin. A survey design was adopted for the study. Instrument used for data collection was the questionnaire and interviews. Pearson correlation (r) was used to test the hypotheses, determine the nature, and strength of the research variables. The findings indicated that there was positive significant relationship between selective hiring and profitability of paper products, printing and publishing firms in Enugu State, Nigeria $r(95, n = 298) = .555 < 0.971, p > .05$. There was positive significant relationship between job security and customer satisfaction of paper products, printing and publishing firms in Enugu State, Nigeria $r(95, n = 298) = .157 < 0.740, p > .05$. There was positive significant positive relationship between training and output of paper products, printing and publishing firms in Enugu State, Nigeria $r(95, n = 298) = .570 < 0.860, p > .05$. The study concluded that selective hiring; job security and training had positive significant relationship with the profitability, customer satisfaction and output of paper products, printing and publishing firms in Enugu State, Nigeria. The study recommended among others that Workers' satisfaction with their job and job security should be vigorously pursued by management so as to elicit and sustain firm commitment and enhance performance of workers.

Keywords: *commitment, management, performance, selective hiring and profitability, printing*

Introduction

Human resource management practices are an important issue related to the performance. Organizational Growth is directly attached to the productivity and performance of individuals in its business unit and departments. The first goal of every organization is to strategies on methods to improve organizational performance and achieve growth and longevity in the long run. Individual performance drives organizational performance. As manufacturing firms (MFs) experience increasing competition in the global economy, it is vital to seek competitive advantage through the continuous improvement of performance within manufacturing processes (Dinis-Carvalho, Ratnayake, Stadnicka, Sousa, Isoherramen, and Kumar, 2016). Organizational performance entails the measure of the results of organizations productivity

with regards to its output. Organizational performance encompasses the actual output or results of an organization as measured against its intended outputs (or goals and objectives). Performance in the manufacturing firm involves routine appraisal and employee development.

Performance Management is a 'systematic process' to improve the performance of a company by developing the individual's and team's performance. The global economic pressure on organizations has made them focus attention on employees' job security particularly as a way to ensure organizational performance (Ossai-Igwe, Mohd, and Hamzah, 2013). Performance management should be recognized and put into practice using an approved system of planned priorities, criteria, and competency stipulations for results to be achieved. The effectiveness and efficiency of public sector depends on the positive future oriented employee development. Organizational performance depends on the employee development because employee development enhances knowledge base of the organization (Solkhe and Chaudhary, 2011). Adopting Performance appraisal system in manufacturing firms helps to boost employees performance and guides on how to provide adequate information about the refinement of *performance* in the organization.

Human resource function contributes to performance management, training and performance appraisal play a more significant role. Human resource development is a central part of restructuring organizations, whether the aim is to develop organizational infrastructure, improve business processes, or increase knowledge, innovativeness or other organizational parameters. Staff training and conferences are a strategy to enhance employees performance and increase the organizations productivity and output. Employees are an important asset in an organization; they give an organization competitive advantage. Having human resources with the necessary skills largely contributes to organizational success (Butali & Njoroge, 2020). Hence the present study tends to study the human resource management practices and organizational performance of paper products, printing and publishing firms in Enugu State, Nigeria.

Statement of the problem

The key holders of every of organization are its employees. Organizations perform diverse activities to achieve their managerial objectives. It is these diverse and repeatable activities that develop processes for the organization to be successful and must be enumerated in order to ascertain the level of performance and for management to make informed resolution on where, if needed, within the processes to initiate actions to improve performance. The goal of every organization is to maximize productivity and output, be it in the private sector or in the public sector.

The purpose of any business enterprise is to do better than its competitors, offer better returns to the owners and stakeholders. This aim could only be achieved if the organizations human resource department is functional and active. Performance in manufacturing firms encounter constraints ranging from are Inexperienced and incapable selective hiring of new employees by the human resource department, poor job security and poor training of employees in the manufacturing firm.

Management development is aimed at preparing employees for future jobs with the organization. Acquiring skills and knowledge required performing various task and functions associated with their future roles. Management development is aimed at

preparing employees for future jobs with the organization. Acquiring skills and knowledge required performing various task and functions associated with their future roles. Organizational growth of any is measured by its performance. Hence it is a highly necessary that organizations should take every strategy to increase the organizations achievement serious as negligence to it will lead failure such as Decrease in profitability, poor customer satisfaction and meager output of the firm. Management development is aimed at preparing employees for future jobs with the organization. Acquiring skills and knowledge required performing various task and functions associated with their future roles. This has necessitated for the study on human resource management practices and organizational performance of paper products, printing and publishing firms in Enugu state, Nigeria.

Objectives of the study

The main objective of the study was to evaluate Human resource management practices and organizational performance of paper products, printing and publishing firms in Ebonyi state, Nigeria. The specific objectives of the study were to:

- i. Examine the relationship between selective hiring and profitability of paper products, printing and publishing firms in Ebonyi State, Nigeria.
- ii. Evaluate the relationship between job security and customer satisfaction of paper products, printing and publishing firms in Ebonyi State, Nigeria.

Research Questions

The following research questions guided the study

- i. What is the extent of the relationship between selective hiring and profitability of paper products, printing and publishing firms in Ebonyi State, Nigeria?
- ii. What is the relationship between job security and customer satisfaction of paper products, printing and publishing firms in Ebonyi State, Nigeria?

Statement of the hypotheses

- i. There is no significant relationship between selective hiring and profitability of paper products, printing and publishing firms in Ebonyi State, Nigeria.
- ii. There is no significant relationship between job security and customer satisfaction of paper products, printing and publishing firms in Ebonyi State, Nigeria is positively significant.

Significance of the study

The study will be beneficial to the following

Policy makers: Policy makers in the manufacturing firms and other related organizations will benefit from the study as it will guide them on ways to achieve their organization goal and also deal with employees in other to increase their performance in the organization.

Employees: employees will benefit from this study as it clarifies the importance of employees in the organization and ways to enhance their performance in the organization. Hence in as much as the performance of the organization is a priority so also employees welfare shouldn't be neglected.

Academicians/researchers: the content of this study will be of great value to prospective academicians and researchers who will carry out research in this field.

Scope of the study

The study was on human resource management practices and organizational performance of paper products. The key variables used in the study were Selective hiring, job security, training, profitability, customer satisfaction and output.

Conceptual Review

Human resource

Human resource is used to portray both the people who work for an organization and the department responsible for managing all matters related to employees, and collectively represents one of the most valuable resources in any businesses or organization. Will, and Julius, (2020) defined human resources (HR) as the division of a business that is charged with finding, screening, recruiting, and training job applicants, as well as administering employee-benefit programs. The Human Resources department of an organization is a department in organisation responsible for managing employee in the aspect of recruiting, hiring, onboarding, training, firing employees and administering employee benefits. Human resource management practice systems practices also refer to organizational activities directed at managing the group of human resources and ensuring that the resources are employed towards the fulfillment of organizational goals (Hafsa, Namrah and Shahzad, 2015).

Human resource management practices

The concept of human resource management is concerned with all aspects of how employees are organized in the organization. Human resource management practices play a dual role in standard operating procedure of organization; on the one hand, Human resource management practices and policies are used to manage and to organize the work, incorporating the organization's basic structure. Armstrong, (2016) defined human resource management as a strategic, integrated and coherent approach to the employment, development and well-being of the people working in organizations. Boxall and Purcell, (2016) further stated that human resource management is the process through which management builds the workforce and tries to create the human performances that the organisation needs.

Selective Hiring

Selective hiring is the process of recruiting, selecting, interviewing and employing of talented and right candidate for a vacant position in the organization. Stokes (2019) defined selective hiring as the selective, or targeted, recruitment which involves developing recruitment strategies that are more proactive in their approach to attract well-qualified candidates with specific skill sets. Recruiting selectively requires more work to be done up front before meeting with any potential candidates. Selective hiring also called pre- employment test is a selection process that aims to select the best and most suitable donor for a particular and specific job position. These helps organization hire and talented and capable individuals who are goal oriented and has the ability and capability of achieving the organization objectives and increasing performance. Selective hiring helps to avoid the costly turnover of staff and increases the likeliness of high employee morale and productivity in the manufacturing firms. Mohammad(2020) opines that taking into consideration the conditions necessary in selecting and hiring process and adopting the principle of justice, equality and equal opportunities for all candidates would help selection be made on the basis of merit and there must be a type of control when selecting employees, as the right person is in the right place.

Job security

Job security is defined as the assurance in an employee's job continuity due to the general economic conditions in the country (James, 2012). It encompasses employees possibility or probability of keeping their job in order to overcome unemployment. It is also the ability of organization to ensure the security of their employees. Mba (2020) further defined Job Security as the presumption or confidence of an employee that he will not lose his current job. He also noted that high level of job security indicates that the employees will not lose their jobs in the near future. The concept of job security started gaining popularity in the recent times as a result of economic pressures on organizations (Ossai-Igwe, Mohd, and Hamzah, 2013). When businesses are experiencing growth, job confidence and security typically increase. The opposite often holds true during a recession businesses experience reduced demand and look to downsize their workforces in the short term (Neely, 2010).

Training

Training is the process of developing ones intellectual ability, skills and knowledge that relate to competence. Training is a strategic effort of an organization to encourage employees to acquire more knowledge in relation to their job. It helps employees to be competent in their specified job department and also apply them to their daily activities. Quality employee training and development allows organizations to retain the right talent and boost profits (Knowledge City, 2019). Organizational trainings help to ensure that employees are trained and have continuous development. This is done through training programs, performance evaluations, and reward programs. The most effective training programs use layered, sustainable learning activities to create performance improvement over time. A layered approach makes sure the program targets the essential employee, customer, and business needs while training the right people at the right time in the right way. A layered approach is the best of all worlds because it blends learning experiences and training methods that maximize the benefits of your time (Allen, 2021).

Organizational Performance

Organizational performance means the actual output or results of an organization as measured against its intended outputs. Performance is a subjective perception of reality, which explains the multitude of critical reflections on the concept and its measuring instruments (Elena-Iuliana and Maria, 2016). Performance is the process or action of performing a function or task. Organisational performance is then the process by which employees in an organization perform their task successfully with a particular purpose in other to achieve the organizations goal. Performance in the manufacturing firms is the effort of employees in carrying out their duties; it is also the measure of employee's productivity. The employee development depends on the two important measures, training and promotion. Operational performance, financial performance and stakeholder performance are the area of organizational performance in the manufacturing firms. Performance in the organisations can be measured through financial performance, market performance and share holder value.

2.1.4 Components of organizational performance

2.1.4.1 Profitability

Profitability is the measure of efficiency or degree to which the business yields profit. Profitability is a business's ability to produce a return on an investment based on its resources in comparison with an alternative investment (Horton and Potters, 2021). Profitability is the

primary goal of all business ventures. Without profitability, the business will not survive in the long run. So measuring current and past profitability and projecting future profitability is very important. Profitability is measured with income and expenses. This is done with the aid of “income statement”. Profitability ratios measure the firm’s ability to generate profits and central investment to security analysis, shareholders, and investors. Profitability is the primary measure of the overall success of enterprise (Nishanthini and Nimalathasan, 2013). The profitability of an organization is measured through its performance. Odusanya, Yinusa, Ilo, (2018) suggests that the cost of borrowing to the real sector of the economy should be reduced in order to minimize costs of production, enhance productivity and profitability while necessary macroeconomic policies should be put in place by the government to curb inflationary pressure in the economy.

Customer satisfaction

A satisfied customer means that there are similarities between the performance of the goods and services with the hope of the customers, where it will encourage them to re-purchase the products (Razak, Nirwanto, Triatmanto, 2016). Customer satisfaction is a term used in business explaining about the quality of product and service that are being provided by companies so as to fulfill the need of their customers. This is to say that the quality of a given product or service determines the level of satisfaction that such product or service is going to give to the consumers. To ensure permanent success or improvement of a company, customer satisfaction needs not to be neglected.

Theoretical review

The study was anchored on Vrooms expectancy theory as it assume that Vroom's expectancy theory assumes that behavior results from conscious choices among alternatives whose purpose it is to maximize pleasure and to minimize pain. Vroom realized that an employee's performance is based on individual factors such as personality, skills, knowledge, experience and abilities.

Expectancy Theory

In 1964, Victor H. Vroom developed the expectancy theory through his study of the motivations behind decision making. This theory is relevant to the study of management. Expectancy theory thrives on the idea that people prefer certain outcomes from their behaviour to others by a given level of performance. An employee who desires promotion will only achieve high performance if he/she believe his/her behaviour will lead to a promotion or else he/she will not exert effort (Vroom, 1964). Expectancy theory is about the mental processes regarding choice, or choosing. It explains the processes that an individual undergoes to make choices. In the study of organizational behavior, expectancy theory is a motivation theory first proposed by Victor Vroom of the Yale School of Management. An employee may be unwillingly to work hard if that person believes his effort will not lead to task accomplishment or there are no rewards for performance or the employee does not value the rewards will enhance the employee to leave the organizations. Expectancy is the probability that the effort put forth will lead to the desired performance. When the probability of some effort will not be rewarded, the employee will not be highly motivated to perform a certain task and bring about a high level of employee turnover (Vroom, 1964). Vroom's expectancy theory assumes that behavior results from conscious choices among alternatives whose purpose it is to maximize pleasure and to minimize pain. Vroom realized that an employee's performance is based on individual factors such as personality, skills, knowledge, experience and abilities.

Empirical Review

Selective hiring and profitability

Adu-Darkoh, (2014) Employee recruitment and selection practices in the construction industry in ashanti region. The purpose of the study was to identify employee recruitment and selection practices in the construction industry within the Ashanti region. The study focused particularly on identifying existing recruitment and selection methods adopted by construction companies, identifying challenges encountered and making some conclusion and recommendations based on my findings. The study also reviewed literature on recruitment and selection. An entire list of sixty-two (62) contractors obtained from Ashanti Region branch of Association of Building and Civil Engineering Contractors of Ghana (ABCECG, 2014) was used for the study. Questionnaires comprising of both closed and open-ended multi-choice type of questions were used to ascertain respondents' views on peculiar issues pertaining to employee recruitment and selection practices. The data obtained from the survey were then analyzed with the use of SPSS. The findings of the study revealed that out of the 16 identified recruitment and selection methods, the most frequently used medium of employee selection, in the order of highly recognized method includes newspaper advert, in house (internal recruitment), labour office, employee referrals, radio advert and lastly internet recruitment. In-house recruitment, Initial job offers, internet recruitment, newspaper advert and radio advert are five (5) key quantifiable recruitment and selection methods, which influence construction workers' performance.

Fareed, Ali, Shahzad, Nazir, and Ullah (2016) examined the determinants of profitability: evidence from power and energy sector. The study examines the impact of key determinants of profitability of power and energy sector in Pakistan such as firm size, firm age, firm growth, productivity, financial leverage and electricity crisis discussed in the broader inter-disciplinary literature. For this purpose panel data of 16 firms of power and energy sector is taken for 2001 to 2012. The study considers profitability determinants at the firm as well as industry affiliation levels in examining hypotheses developed from resource-based approaches. Random effect model is used to detect the combination of variables that best estimated the impact of the explanatory variables on the dependent variable. The empirical results suggest that firm size, firm growth, and electricity crisis positively impact the profitability. However, firm age, financial leverage and productivity negatively influence the firm profitability. The study also propose that during the electricity crisis the profitability of power sector is increased even production of this sector is very low. The findings further indicate that larger and younger firms with high growth and low productivity are more likely to be profitable. This study has found that firm productivity and firm size are the strongest determinants of profitability in power and energy sector of Pakistan.

Nanda and Panda, (2017) ascertained the determinants of corporate profitability; an investigation of Indian manufacturing firms. The present study examines the firm-specific and macroeconomic determinants of profitability of Indian manufacturing firms. It assesses the main determinants of firm's profitability in the pre-crisis and post-crisis period from 2000 to 2015. The methodology splits the factors that influence firm profitability in two groups: firm-specific (internal) factors and macro-economic indicators. It further aims to look at the consistency of the factors in the pre-crisis and post-crisis period. The return on assets (ROA) and the Net Profit Margin (NPM) are considered as proxy for corporate profits. The panel Generalized Least Square (GLS) and Panel Vector Auto Regression (VAR) model have been employed, and it is observed that the exchange rate seems to have played a major role in the crisis period by explaining the earning quotient for Indian firms. The study found that the firm specific variables and exchange rate channels are quite relevant in explaining the profitability of Indian manufacturing firms. It accepts the hypotheses that size and liquidity enhances

whereas leverage discourages the profitability. Few exceptions have been observed during the crisis period. The study also concludes that in the short run, the change in exchange rate is not increasing profitability, but in the long run, it increases profitability as the volatility of nominal exchange rate is positively impacting profitability.

Butali and Njoroge (2020) conducted a study on selective hiring, organizational performance and commitment. The study aimed at finding out the impact of selective hiring on organizational performance and to establish the moderating effect of organizational commitment on the relationship between selective hiring and organizational performance. The population of study was 5866 employees of three state corporations in Kenya. These were Mumias Sugar Company, Kenya Power and KenGen. Descriptive survey research design was adopted in the study. The study revealed that selective hiring had a significant effect on organizational performance. Further, findings showed that affective commitment and normative commitment moderated the relationship between selective hiring and organizational performance.

Job security and customer satisfaction

Jandaghi, Mokhles, and Bahrami (2011) conducted a study on the impact of Job security on employees commitment and Job satisfaction in Qom municipalities. The aim of the study was to explore the impact of job security on employees' commitment and job satisfaction in Qom municipalities. The research was conducted as a descriptive and field study. Its population consists of employees (N = 158). To collect data, two Weysocki and Kromm job satisfaction and Mowday, Steers and Porter organizational commitment questionnaires were utilized. To analyze data, Spearman's correlation coefficient, t-test and step-by-step multivariable regression analysis test were used. Research findings show that there is a significant difference between hired/contractual employees and organizational commitment. In the meantime, there is a difference between employees' job satisfaction but it is not significant. There is also a positive and direct significant correlation between job satisfaction and organizational commitment. Multivariable regression test shows that wage satisfaction and colleagues' satisfaction have the highest impact on organizational commitment.

Razak, Nirwanto and Triatmanto, (2016) the Impact of Product Quality and Price on Customer Satisfaction with the Mediator of Customer Value. The purpose of the study was to test the product quality and price towards customer satisfaction and to test the mediating role of customer value in improving customer satisfaction. This research is the study of perception and causality for the customer of toothpaste as a convenience product. The uniqueness of this research is in the major focus, which is the study of the customer value perception for toothpaste product as a convenience product for the metropolitan community. This research is a quantitative study with positivism paradigm approach survey method. Also, the Structural Equation Modeling is used as a means of inferential statistics. The population of the study is the customer of toothpaste product over the age of 17 and domiciled in Bekasi, Indonesia. This research is also supported with Likert scale questionnaires which are distributed to 110 respondents who visited the mall. On the other hand, a purposive sampling technique is used with the consideration that the selected individuals are in accordance with the criteria of the research. The study found that the functional value of the toothpaste product bought by the customer is not optimal yet to be a major consideration to satisfy the customers, it is precisely the quality of the toothpaste product itself that conforming the production standard in advance.

Kwabiah, Hodibert, and Amankwa, (2016) examined Job Security, Job Satisfaction and Organizational Commitment as Correlates of Job Performance among Workers in Takoradi,

Ghana. The study examined the predictability of job security, job satisfaction on organizational commitment and workers' performance within industries in Takoradi. A total of 294 employees sampled from three main sectors of the economy namely, para-military (immigrations), civic service and the organized private sector (Ghana Coke Company) were involved in the study. Four structured questionnaires were used to elicit their responses which were analyzed using Pearson product moment correlation and multiple regressions. The findings showed that job satisfaction and job commitment correlated with job performance. However, job security did not show significant correlation with performance. Also, there was no correlation between job security and organizational commitment. It was therefore, recommended that workers' satisfaction with their job and job security should be vigorously pursued by management so as to elicit and sustain organizational commitment and improved performance of workers.

Method

The area of the study was selected paper products, printing and publishing firms in Ebonyi state, Nigeria. The population of the study consists of twelve (12) paper products, printing and publishing firms in Ebonyi state, Nigeria with One thousand, seven hundred and ten (1710) employees. The study sample size was three hundred and fourteen (314) respondents using Freund and Williams in calculating the sample size. The study used the descriptive survey design approach. The primary source of data was the administration of questionnaire. Two hundred and ninety eight (298) staff returned their questionnaire and accurately filled. The validity of the instrument was tested using content analysis and the result was good. The reliability was tested using the Pearson correlation coefficient (r). It gave a reliability coefficient of 0.84 which was also good. Data was presented and analyzed by mean score and standard deviation using Sprint Likert Scale. The hypotheses were analyzed using Pearson correlation(r) - test statistic tool.

Data Presentation and Analyses

The relationship between selective hiring and profitability of paper products, printing and publishing firms in Ebonyi state, Nigeria.

Table 1: Responses on the relationship between selective hiring and profitability of paper products, printing and publishing firms in Ebonyi state, Nigeria.

		5	4	3	2	1	$\sum FX$	-	SD	Decision
		SA	A	N	D	SD		X		
					A					
1	Employing skilled workers enhances our work output	610	372	72	32	43	1129	3.79	1.402	Agree
		122	93	24	16	43	298			
		40.9	31.2	8.1	5.4	14.4	100%			
2	Hiring skilled staff reduces wastes in the organisation	585	360	78	44	43	1110	3.72	1.416	Agree
		117	90	26	22	43	298			
		39.3	30.2	8.7	7.4	14.4	100%			

3	There is flow of information among skilled staff and enhancement of our service	365 73 24.5	592 148 49.7	51 17 5.7	40 20 6.7	40 40 13.4	1088 298 100%	3.65	1.289	Agree
4	Recruiting skilled staff attracts the firm commitment and generation of higher profits	825 165 55.4	188 36 12.1	132 44 14.8	52 26 8.7	27 27 9.1	1224 298 100%	3.96	1.368	Agree
5	The expenses in the firm is reduced with competent staff	610 122 40.9	388 97 32.6	102 34 11.4	32 16 5.4	29 29 9.7	1161 298 100%	3.90	1.268	Agree
Total Grand mean and standard deviation								3.80	1.349	4

Source: Field Survey, 2021

Table 1, 215 respondents out of 298 representing 72.1 percent agreed that employing skilled workers enhances our work output with mean score of 3.79 and standard deviation of 1.402. Hiring skilled staff reduces wastes in the organisation with 207 respondents representing 69.5 percent agreed with mean score of 3.72 and standard deviation of 1.416. There is flow of information among skilled staff and enhancement of our service with low price with 221 respondents representing 74.2 percent agreed with mean score of 3.65 and standard deviation of 1.289. Recruiting skilled staff attracts the firm commitment and generation of higher profits with 201 respondents representing 74.2 percent agreed with mean score of 3.96 and 1.368. The expenses in the firm is reduced with competent staff with 219 respondents representing 73.5 percent agreed with a mean score of 3.90 and standard deviation of 1.268.

The relationship between job security and customer satisfaction of paper products, printing and publishing firms in Ebonyi state, Nigeria.

Table 2: Responses on the relationship between job security and customer satisfaction of paper products, printing and publishing firms in Ebonyi state, Nigeria.

		5 SA	4 A	3 N	2 DA	1 SD	∑FX	- X	SD	Decisio n
1	The employee retention has improved the quality of service	625 125 41.9	360 90 30.2	96 32 10.7	44 22 7.4	29 29 9.7	1154 298 100%	3.87	1.299	Agree
2	The level of employee commitment has motivated the customers to come again	355 71 23.8	652 163 54.7	54 18 6.0	40 20 6.7	26 26 8.7	1127 298 100%	3.78	1.144	Agree
3	The employee retirement plan in the firm has increased turnaround and	820 164 55.0	176 44 14.8	111 37 12.4	52 26 8.7	27 27 9.1	1127 298 100%	3.98	1.358	Agree

	quantity of products produced									
4	The room for training and development has improved the output and attracts more customers	520 104 34.9	596 149 50.0	54 18 6.0	30 15 5.0	12 12 4.0	1212 298 100%	4.07	.986	Agree
5	Coaching in my organisation has enhanced prompt customer services.	365 73 24.5	532 133 44.6	69 23 7.7	118 59 19.8	10 10 3.4	1094 298 100%	3.67	1.146	Agree
Total Grand mean and standard deviation								3.87	1.187	
								4		

Source: Field Survey, 2021

Table 2., 215 respondents out of 298 representing 72.1 percent agreed that the employee retention has improved the quality of service with mean score of 3.87 and standard deviation of 1.299. The level of employee commitment has motivated the customers to come again with 234 respondents representing 78.5 percent agreed with mean score of 3.78 and standard deviation of 1.144. The employee retirement plan in the firm has increased turnaround and quantity of products produced with 208 respondents representing 69.8 percent agreed with mean score of 3.98 and standard deviation of 1.358. The room for training and development has improved the output and attracts more customers with 253 respondents representing 84.9 percent agreed with mean score of 4.07 and .986. Coaching in my organisation has enhanced prompt customer services with 206 respondents representing 69.1 percent agreed with a mean score of 3.67 and standard deviation of 1.146.

Test of Hypotheses

Hypothesis One: There is no significant relationship between selective hiring and profitability of paper products, printing and publishing firms in Ebonyi state, Nigeria.

Correlations

				Recruiting skilled staff attracts the firm commitment and generation of higher profits	
			There is flow of information among skilled staff and enhancement of our service		
	Employing skilled workers enhances our work output	Hiring skilled staff reduces wastes in the organisation			The expenses in the firm is reduced with competent staff

Employing skilled workers enhances our work output	Pearson Correlation Sig. (2-tailed) N	1 .971** 298	.971** .000 298	.807** .000 298	.612** .000 298	.785** .000 298
Hiring skilled staff reduces wastes in the organisation	Pearson Correlation Sig. (2-tailed) N	.971** .000 298	1 .000 298	.803** .000 298	.652** .000 298	.760** .000 298
There is flow of information among skilled staff and enhancement of our service	Pearson Correlation Sig. (2-tailed) N	.807** .000 298	.803** .000 298	1 .000 298	.697** .000 298	.569** .000 298
Recruiting skilled staff attracts the firm commitment and generation of higher profits	Pearson Correlation Sig. (2-tailed) N	.612** .000 298	.652** .000 298	.697** .000 298	1 .000 298	.555** .000 298
The expenses in the firm is reduced with competent staff	Pearson Correlation Sig. (2-tailed) N	.785** .000 298	.760** .000 298	.569** .000 298	.555** .000 298	1 .000 298

** . Correlation is significant at the 0.01 level (2-tailed).

Table 3 is the Pearson correlation matrix on **selective hiring and profitability** showing the correlation coefficients, significant values and the number of cases. The correlation coefficient result values ranges from $.555 < 0.971$. This value indicates that correlation is significant at 0.05 level (2 tailed) and implies that there was significant positive relationship between selective hiring and profitability of paper products, printing and publishing firms in Ebonyi state, Nigeria ($r=.555 < 0.971$). The computed correlations coefficient is greater than the table value of $r = .000$ at alpha level for a two-tailed test ($r= .555 < 0.971, p<.05$).

Decision Rule

The decision rule is to accept the null hypothesis if the computed r is less than the tabulated r otherwise reject the null hypothesis.

Decision

The computed $r = .555 < 0.971$ is greater than the table value of $.000$, we reject the null hypothesis. Therefore, we concluded that there was significant positive relationship between selective hiring and profitability of paper products, printing and publishing firms in Ebonyi state, Nigeria as reported in the probability value of ($r= .555 < 0.971, p<.05$).

Hypothesis Two: There is no significant relationship between job security and customer satisfaction of paper products, printing and publishing firms in Ebonyi state, Nigeria is positively significant

Correlations

		The employee retention has improved the quality of service	The level of employee commitment has motivated the customers to come again	The employee retirement plan in the firm has increased turnaround and quantity of products produced	The room for training and development has improved the output and attracts more customers	Coaching in my organisation has enhanced prompt customer services.
The employee retention has improved the quality of service	Pearson Correlation Sig. (2-tailed) N	1 .740** 298	.740** .000 298	.663** .000 298	.438** .000 298	.531** .000 298
The level of employee commitment has motivated the customers to come again	Pearson Correlation Sig. (2-tailed) N	.740** .000 298	1 .000 298	.706** .000 298	.338** .000 298	.592** .000 298
The employee retirement plan in the firm has increased turnaround and quantity of products produced	Pearson Correlation Sig. (2-tailed) N	.663** .000 298	.706** .000 298	1 .000 298	.393** .000 298	.403** .000 298
The room for training and development has	Pearson Correlation	.438**	.338**	.393**	1	.157**

improved the output and attracts more customers	Sig. (2-tailed)	.000	.000	.000		.007
	N	298	298	298	298	298
Coaching in my organisation has enhanced prompt customer services.	Pearson Correlation	.531**	.592**	.403**	.157**	1
	Sig. (2-tailed)	.000	.000	.000	.007	
	N	298	298	298	298	298

** . Correlation is significant at the 0.01 level (2-tailed).

Table 4 is the Pearson correlation matrix on job security and customer satisfaction showing the result values ranges from $.157 < 0.740$. This value indicates that correlation is significant at 0.05 level (2 tailed) and implies that there was positive significant relationship between job security and customer satisfaction of paper products, printing and publishing firms in Ebonyi state, Nigeria ($r = .157 < 0.740$). The computed correlations coefficient is greater than the table value of $r = .000$ at alpha level for a two-tailed test ($r = .157 < 0.740, p < .05$).

Decision Rule

The decision rule is to accept the null hypothesis if the computed r is less than the tabulated r otherwise reject the null hypothesis.

Decision

The computed $r = .157 < 0.740$ is greater than the table value of $.000$, we reject the null hypothesis. Therefore, we concluded that there was positive significant relationship between job security and customer satisfaction of paper products, printing and publishing firms in Ebonyi state, Nigeria is positively significant as reported in the probability value of ($r = .157 < 0.740, p < .05$)

Discussion of Findings

The relationship between selective hiring and profitability of paper products, printing and publishing firms in Ebonyi state, Nigeria.

From the result of Hypothesis One: The computed $r = .555 < 0.971$ is greater than the table value of $.000$, we reject the null hypothesis. Therefore, we concluded that there was significant positive relationship between selective hiring and profitability of paper products, printing and publishing firms in Ebonyi state, Nigeria as reported in the probability value of ($r = .555 < 0.971, p < .05$). Nanda and Panda, (2017) ascertained the determinants of corporate profitability; an investigation of Indian manufacturing firms. The study also concludes that in the short run, the change in exchange rate is not increasing profitability, but in the long run, it increases profitability as the volatility of nominal exchange rate is positively impacting profitability. Butali and Njoroge (2020) conducted a study on selective hiring, organizational performance and commitment. The study revealed that selective hiring had a significant effect on organizational performance. Further, findings showed that affective commitment and normative commitment moderated the relationship between selective hiring and organizational performance.

The relationship between job security and customer satisfaction of paper products, printing and publishing firms in Ebonyi state, Nigeria.

From the result of Hypothesis Two: The computed $r = .157 < 0.740$ is greater than the table value of .000, we reject the null hypothesis. Therefore, we concluded that there was positive significant relationship between job security and customer satisfaction of paper products, printing and publishing firms in Ebonyi state, Nigeria is positively significant as reported in the probability value of ($r = .157 < 0.740, p < .05$).

Jandaghi, Mokhles, and Bahrami (2011) conducted a study on the impact of Job security on employee's commitment and Job satisfaction in Qom municipalities. Research findings show that there is a significant difference between hired/contractual employees and organizational commitment. In the meantime, there is a difference between employees' job satisfaction but it is not significant. There is also a positive and direct significant correlation between job satisfaction and organizational commitment.

Multivariable regression test shows that wage satisfaction and colleagues' satisfaction have the highest impact on organizational commitment. Kwabiah, Hodibert, and Amankwa, (2016) examined Job Security, Job Satisfaction and Organizational Commitment as Correlates of Job Performance among Workers in Takoradi, Ghana. The findings showed that job satisfaction and job commitment correlated with job performance. However, job security did not show significant correlation with performance. Also, there was no correlation between job security and organizational commitment.

Summary of Findings

The findings at the end of the study include the following:

- i. There was positive significant relationship between selective hiring and profitability of paper products, printing and publishing firms in Ebonyi state, Nigeria $r(95, n = 298) = .555 < 0.971, p > .05$.
- ii. There was positive significant relationship between job security and customer satisfaction of paper products, printing and publishing firms in Ebonyi state, Nigeria $r(95, n = 298) = .157 < 0.740, p > .05$.

Conclusion

The study concluded that selective hiring; job security and training had positive significant relationship with the profitability, customer satisfaction and output of paper products, printing and publishing firms in Ebonyi state, Nigeria. Human resource management practices play a dual role in standard operating procedure of organization; on the one hand, Human resource management practices and policies are used to manage and to organize the work, incorporating the organization's basic structure. Human resource management as a strategic, integrated and coherent approach to the employment, development and well-being of the people working in the organizations.

Recommendations

Based on the findings, the following recommendations are proffered:

- i. Workers' satisfaction with their job and job security should be vigorously pursued by management so as to elicit and sustain firm commitment and enhance performance of workers.

- ii. Training should be implemented and consistently followed up through cultural support systems and values as this would serve to improve on the attitude of the employees in the workplace.

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