

An Assessment of Level of Job Performance among Employees in Food and Beverage Industries in Ogun State, Nigeria

Ajibade David

Author(s) Biography

Ajibade David is associated with Department of Sociology, Kogi State University, Anyigba, Nigeria.

ABSTRACT: *This study investigates the level of job performance among employees in food and beverage industries in Ogun State. A total of 350 respondents were selected using stratified random sampling technique from five randomly selected foods and beverages companies. Data were collected using questionnaire and the data collected were statistically analyzed using frequency counts, percentage, weighted mean and independent sample t-test for equality of variance. The results of the study show that respondents have high level of job performance. This was however attributed to combination of factors such as individual ability, motivational level and positive physical workplace environment. The study thus concludes that any organization aiming to meet its goal, deliver the products and services it specialized in as well as achieve competitive advantage should paid maximum attention to those factors as they may influence employees' level of job performance positively in workplace.*

Keywords: Job performance, Productivity, Employees, Food and Beverage Industries, Ogun State

Organization makes decision to retain, promote or fire employees. One of the ways of doing these is to assess the level of job performance of employees. Level of job performance is thus the degree/extent at which workers executed an assigned task within a stipulated period of time compare to the resources used. Employees' job performance may be assessed using either production counts, personnel data, or judgmental methods. Production counts involve attempting to measure what a worker produces on the job and the worker with the higher production count is assumed to be the better workers while personnel data method involve the use of information such as training attendance and performance, outside education sought, suggestions to improve productivity made, number of work related accidents, and absenteeism. Judgments methods, on the other hand, is sub-divided into two namely ranking (in which workers are compared to one another and rank ordered) and rating methods (in which workers performance is compared to some set standard) (Kahya, 2007)

Assessing employees' job performance is importance in many ways. First, it provides organization leadership with information that can play a vital role in making strategic decisions. Second, without an effective performance review system, the organization may be faced with a workforce that is not as productive as they could be, resulting in wasted company resources. Third, financially, the long-term effects of poor human resources management also include stifled growth, failure to reach target earnings, and compromised market position (Profile International, 2015). Likewise, Mello (2006) contends that assessing employees performance assist in bench marking, improving employees development, providing an unbiased means for the appropriation of rewards and compensation, improving employees motivation, ensuring legal compliance with regard to possible employees dismissal, and enhancing the human resource planning process.

Despite the importance of employees' job performance assessment, documented information about the level of job performance of employees in food and beverage industries (organization involved in processing, packaging and distribution of food materials such as fresh or prepared foods as well as packaged foods and alcoholic and non alcoholic beverages) most especially in Ogun State however remains scanty. The implication of this is that it makes it difficult to know the extent at which workers in such organization execute their assigned task compared to the time and resources used. This may however limit the ability of the organization to manage job performance related problems. Hence, the need to assess the level of job performance among employees in food and bevarege industries in Ogun State, Nigeria.

Theoretical Framework:

Person-Environment (P-E) Fit Theory

The Person-Environment (P-E) Fit Theory was first developed in the early 1970s, by researchers at the University of Michigan. Since then, several formulations of the theory have been made by scholars such as Van Harrison (1975); Caplan, Cobb, French, Van Harrison, and Pinneau (1975); French, Caplan, and Van Harrison (1982); and Backer (1985); and Kristof-Brown, Zimmerman and Johnson (2005). P- E theory explains the degree to which individual and environmental characteristics match. Person characteristics may include an individual's biological or psychological needs, values, goals, abilities, or personality; while environmental characteristics could include job demands, cultural values, rewards, or various environmental conditions like shelter, heat, or food availability (Cable and Edward, 2004).

Compatibility between the person and the environment, according to the P-E theorists, can be assessed directly or indirectly. Direct measures of perceived fit are typically used when P-E fit is conceptualized as general compatibility. This measure requires an individual to report the fit that he or she believes exists. Examples of questions in direct measures are "How well do you think you are fit in the organization?" or "How well do your skills match the requirements of your job?". An assumption is made such that individuals assess P and E characteristics and then determine how compatible they are. On the other hand, indirect measures assess P and E separately; each dimension is weighted equally, and then fit index calculated as the relationship between them (Kristof-Brown, Zimmerman, and Johnson, 2005). Indirect assessment of fit allows for the individual estimates of person and environment to be calculated in addition to the interaction between the two construct (Guan, Deng, Risavy, Bond, and Li, 2010). P characteristics are generally measured through self-report while E characteristics can be reported by others and organizations.

The P-E theorists differentiated subjective fit, which is the match between P and E as perceived by employees, from the objectives fit, which is the match between P and E independent of employees' perception. Strains develop when there is a discrepancy or lack of fit between individual and environmental characteristics. The person-environment theorists identified four types of strain. These are psychological strain (anger, depression, anxiety); physiological strain (high blood pressure, sweating); cognitive strain (low self-evaluation, attribution of blame to self or others); and behavioural strain (aggression, changes in life style, drug and alcohol use, decreasing productivity)

Person–Environment fit theory has implications for organizations because when workers do not fit into their workplace or the workplace does not fit workers, stress inevitably occurs. That is, if a worker is overqualified for a certain position/task, he or she may experience stress because the job could seem frustrating or boring. Likewise, if a worker lacks the skills, ability or knowledge necessary to complete a certain task, he or she may feel overwhelmed. In both scenarios, the employee is not a good fit for the work environment and this may result in emotional distress and consequently low performance. It is thus important to match abilities with demands.

By and large, the person-environment fit theory offers a framework for comprehending how characteristics of the employee and the work environment jointly determine workers well-being and performance.

Methodology

This study was conducted in Ogun State. The state is located between latitude 6⁰N and 8⁰N and longitude 2½ E and 5⁰E. It is bordered by Oyo and Osun States to the North, Lagos State to the South, Ondo State to the East and the Republic of Benin to the West (Ogun State Bureau of Land and Survey, 2011). The study population includes all employees of food and beverage industries in Ogun State. A total of 350 respondents were selected using stratified random sampling technique from five randomly selected foods and beverages companies namely De-United Foods Industries Limited (producer of indomie instant nodules), Intercontinental Distiller Limited (producer of gin, rum and fruit juice), Multi-Trex Investment Limited (producer of cocoa liquor and cocoa butter), Beloxxi Industries Limited (producer of biscuit and sweet), and Sosaco Nigeria Limited (producer of powder and tin tomato paste). Data were collected using questionnaire. The questionnaire was divided into three parts. Part A consists of questions on demographic characteristics of the respondents. Section B focuses on respondents' opinion about their work. Section C centers on respondent job performance. The rating scale used by Kahya (2007) was modified and adopted in this work to measure respondents' job performance. This scale consists of 20 items and respondents were asked to self-rate or evaluate themselves using five points rating scale (where in 1 means "very low"; 2 means "low"; 3 means "moderate"; 4 means "high"; 5 means "very high"). Some of the benefits of self-performance appraisal include (i) it enables workers to put forth their perspectives/views (ii) it makes workers to be an active participants in their own evaluation, and (iii) it is a sign of respect and trust for workers and a sign that their ideas and inputs are important and valued. However, the performance ratings indicated by the respondents were validated with the head of human resources department in the sampled companies in order to ensure their accuracy.

Data collected were statistically analyzed using frequency counts, percentage, weighted mean and levene's independent sample t-test for equality of variance.

Results and Discussion

In this study, a total of three hundred and fifty (350) questionnaires were administered out of which three hundred and one (301) representing 86% were suitable for analysis and the remaining forty nine (14%) were invalid and not used in the analysis

Table1: Socio-demographic Characteristics of the Respondents

Variables	Characteristics	Frequen cy	Percentage
Gender	Male	218	72.4
	Female	83	27.6
	Total	301	100.0
Age	Less than 20	04	1.3
	20-29	33	11.0
	30-39	163	54.1
	40-49	37	12.3
	50 and over	64	21.3
	Total	301	100.0
Marital status	Married	181	60.1
	Never married	47	15.6
	Divorced	24	8.0
	Separated	27	9.0
	Widowed	22	7.3
	Total	301	100.0
Years of working experience	Less than 5years	51	16.9
	5-10years	143	47.5
	11-15years	49	16.3
	16-20years	40	13.3
	>20 years	18	6.0
	Total	301	100.0
Educational level	No formal education	00	0.00
	Primary school cert.	03	1.0
	Secondary sch. Cert.	118	39.2
	Tertiary education cert.	167	55.5
	Others	13	4.3
	Total	301	100.0
Monthly income	<20,000	11	3.7
	21,000-40,000	37	12.3
	41,000-60,000	48	15.9
	61,000-80,000	67	22.3
	81,000-100,000	79	26.2
	>100,000	59	19.6
Total	301	100.0	

Source: Field Survey, 2015

Table 1 shows the socio-demographic characteristics of the respondents. From the table majority (72.4 percent) of

the respondents were male while the remaining (27.6 percent) respondents were female. A situation whereby there are more male than female may be attributed to the fact that work in manufacturing company is physically exerting and women may not be able to cope; hence the reason for their limited numbers in the sampled companies. Women were, however, seen working in the sale, administrative and account departments of the sampled companies either as sale assistant, administrative assistant, secretary, cashier and receptionist and only few were seen in the production, engineering, maintenance, security, etc departments. This finding runs contrary to the popular adage that says 'what a man can do a woman can do better'. In the manufacturing company, what a man can do a woman may not be able to do it. For instance, in the course of this study no woman was seen driving forklift, fire ambulances, etc in the sampled companies. This shows that most of the works in the manufacturing company in Nigeria are manly work.

Generally, the dominance of male over female in the industrial sector has been explained by Etuk, Coker and Ogrimah (2014). These scholars attribute male dominance to factors such as women biological role in procreation and gender socialization. As regards women biological role in procreation, these authors argue that the period of pregnancy and child bearing present far-reaching responsibilities to women and are characterized by a slow-down in their work career and participation in the work force, this thus give men an upper hand over women. Gender socialization, in the words of Etuk, *et al*, urges boys to 'act like boys' and girls to 'act like girls'. Cultural definitions of maleness and femaleness, according to these authors, make it that boys and girls are socialized to take up roles designated by society as 'female roles' and 'male roles'. Unfortunately for women, the supposed 'male roles' provide men with opportunity to engage in tasks that have more relevance to the industrial scene, thereby giving them an edge over women in that sphere.

As regards age of the respondents, more than half (54.1 percent) of the respondents were between ages of 30-39 years, about 21.3 percent were between ages of 50 and above, 12.3 percent were between ages 40-49 years while 11.0 percent were between ages 20-29 years. This result indicates that most of the respondents were young and they are in their productive age. It also means that the sampled companies have younger workforce. Younger workforce can be associated with high energy level which may be good for productivity.

Respondents marital status shows that majority (60.1 percent) are still married, about 15.6 percent never married, 9.7 percent were separated from their partners, 8.0 percent were divorced while 7.3 percent have lost their partners due to death (widowed). The high numbers of the married respondents indicate that the sampled companies prefer a more matured and responsible

adults/workers. The result also shows the importance of marriage in human life. For instance, among women, marriage confers status and security on them as it is within the marital union that child bearing takes place. Similarly, marriage is important to men, and in most societies, a man who remains a bachelor well after his mates have married is regarded as irresponsible, immature or sick.

With regards to the respondents year of working experience, almost half (47.5 percent) of them have between 5-10 years of working experience, about 16.9 percent have less than 5 years of working experience, 16.3 percent have between 11-15 years of working experience while 13.3 percent have between 16-20 years of working experience. All in all, those respondents who have working experience of between 5-10 years are in majority with 47.5 percent. This finding indicates that most of the respondents working in the sampled companies have acquired huge amount of experience, knowledge and skills needed to make their work end in success.

The educational level of the respondents shows that many (55.5 percent) of them have tertiary education certificate such as National Diploma (ND) Certificate, National Certificate of Education (NCE), and university degrees, about 39.2 percent of the respondents have secondary/technical education certificate while only 1.0 percent have primary school certificate. From the table 1, majority of the respondents in the sampled companies have tertiary education certificate. Further enquiries were made from the respondents on whether they have professional qualifications in addition to their academic qualifications. Many of the respondents answered in affirmative, and they claimed to possess professional qualifications such as Associate Certified Accountant (ACA) certificate, Certified Institute of Personnel Management (CIPM) certificate, Council of Register Engineer of Nigeria Certificate (COREN), Nigeria Institute of Management (NIM) certificate, etc.

This suggests that workers in the sampled companies are highly literate. High literacy level of workers has direct implication on their level of job performance as it may make them not only to perform well but also to take control of their work as an individual in their workplace.

From the table 1 above, those respondents who earned between N81, 000 – N100, 000 are in majority. This result indicates that respondents in the sampled companies have higher income compared to the income of civil and public sectors workers in the country. Generally, income differential among workers in an organisation is a function of many factors namely employee skills and qualifications, employees years of working experience, job tasks, size of the firm or the number of employees a firm has, firm geographical location, whether the work place is unionised and whether

the workers are in a union. These factors are often considered by employers in benchmarking pay rates and developing income ranges for most jobs in an organization. Respondents' income in the sampled companies, based on the enquiries made, also depend on those factors.

Table 2: Respondents' Opinion About their Work

S/N	Items	Very Low	Low	Moderate	High	Very High	Σx	N	X̄	Rank
		1	2	3	4	5				
11	Treating supervisor with respect.	1	8	92	139	61	1154	301	3.83	1 st
1	Job Knowledge	3	6	116	120	56	1123	301	3.73	2 nd
3	Ability to solve problem quickly and correctly.	3	10	110	136	42	1107	301	3.68	3 rd
5	Working without having injury	1	6	116	144	34	1107	301	3.68	4 th
12	Team Work	0	12	134	98	57	1103	301	3.66	5 th
6	Concentrating on the assigned duties.	1	8	132	116	44	1097	301	3.64	6 th
15	Ability to complete a task on time.	0	15	117	135	34	1091	301	3.62	7 th
9	Co-operating with co-workers to solve problems.	0	8	143	111	39	1084	301	3.60	8 th
4	Ability to operate equipment tools.	0	14	128	124	35	1083	301	3.60	9 th
2	Ability to overcome work obstacle to complete a task.	0	10	144	105	42	1082	301	3.59	10 th
14	Ability to follow organization rules and procedures.	0	11	142	106	42	1082	301	3.59	11 th
7	Ability to protect working tools/materials.	1	10	130	131	29	1080	301	3.59	12 th
16	Ability to attend to important details such as product quality, etc.	0	18	127	118	38	1079	301	3.58	13 th
10	Engaging responsibly in meetings and group activities.	1	15	146	89	50	1075	301	3.57	14 th
13	Ability to manage group conflict	0	31	135	94	41	1048	301	3.48	15 th
18	Generating new ideas to make things (tasks) better	2	32	134	92	41	1041	301	3.46	16 th
17	Engaging in self-development to improve own effectiveness	3	27	146	84	41	1036	301	3.44	17 th
8	Assisting co-workers with personal matters.	1	38	144	86	32	1013	301	3.37	18 th
19	Planning and organizing work.	3	47	141	83	27	987	301	3.28	19 th
20	Absenteeism	117	164	20	0	0	505	301	1.68	20 th
Total		137	490	2497	2111	785				

Source: Field Survey, 2015

Table 2 shows the distribution of respondents by their opinion about their work. Overall, almost half (49.8 percent) of the respondents singled out 'I sometimes feel dissatisfied but generally enjoy my job', about 37.2 percent of the respondents preferred 'most of the time I do not enjoy my work', 12.3 percent of them chose 'I am completely happy and enjoying my job' while the remaining (0.7 percent) respondents picked 'I have no interest at all in my work'. This finding shows that, although majority of the respondents sometimes feel dissatisfied with their work, they are still generally enjoying the work. Further enquiries were made from some of the respondents on why they sometimes feel dissatisfied with their work. Some of the reasons given by them include heavy work load, inadequate staff level, and lack of recognition and praise from employers for task accomplishment. Generally, job dissatisfaction can lead to a variety of physiological disorders, including ulcers and arterial disease (Arvey, Bouchard, Segal, and Abraham, 1989).

It has also been associated with such problems as turnover, tardiness, absenteeism, union-organizing activity, and the filing of grievances (Hackett and Guion, 1985; Judge and Locke, 1993; Crow and Hartman, 1995; Judge and Church, 2000). Because such problems can be

costly and disruptive to an organization, they cannot be dismissed. Thus, job satisfaction is exceedingly important for the well-being of the organization as well as for the individual.

Table 3: Level of Job Performance of the Respondents.

S/N	Items	Very Low	Low	Moderate	High	Very High	Σx	N	X̄	Rank
		1	2	3	4	5				
11	Treating supervisor with respect.	1	8	92	139	61	1154	301	3.83	1 st
1	Job Knowledge	3	6	116	120	56	1123	301	3.73	2 nd
3	Ability to solve problem quickly and correctly.	3	10	110	136	42	1107	301	3.68	3 rd
5	Working without having injury	1	6	116	144	34	1107	301	3.68	4 th
12	Team Work	0	12	134	98	57	1103	301	3.66	5 th
6	Concentrating on the assigned duties.	1	8	132	116	44	1097	301	3.64	6 th
15	Ability to complete a task on time.	0	15	117	135	34	1091	301	3.62	7 th
9	Co-operating with co-workers to solve problems.	0	8	143	111	39	1084	301	3.60	8 th
4	Ability to operate equipment tools.	0	14	128	124	35	1083	301	3.60	9 th
2	Ability to overcome work obstacle to complete a task.	0	10	144	105	42	1082	301	3.59	10 th
14	Ability to follow organization rules and procedures.	0	11	142	106	42	1082	301	3.59	11 th
7	Ability to protect working tools/materials.	1	10	130	131	29	1080	301	3.59	12 th
16	Ability to attend to important details such as product quality, etc.	0	18	127	118	38	1079	301	3.58	13 th
10	Engaging responsibly in meetings and group activities.	1	15	146	89	50	1075	301	3.57	14 th
13	Ability to manage group conflict	0	31	135	94	41	1048	301	3.48	15 th
18	Generating new ideas to make things (tasks) better	2	32	134	92	41	1041	301	3.46	16 th
17	Engaging in self-development to improve own effectiveness	3	27	146	84	41	1036	301	3.44	17 th
8	Assisting co-workers with personal matters.	1	38	144	86	32	1013	301	3.37	18 th
19	Planning and organizing work.	3	47	141	83	27	987	301	3.28	19 th
20	Absenteeism	117	164	20	0	0	505	301	1.68	20 th
Total		137	490	2497	2111	785				

Source: Field Survey, 2015

Table 3 shows the level of job performance of the respondents. From the table, those respondents who reported 'treating supervisor with respect' are in majority while those who picked 'absenteeism' are the least. Generally, the supervisor represents workers before management and consequently he/she has to deal with difficulty of both; he/she thus deserves respect from workers. Apart from this, workers treatment of supervisors with respect may also indicate that the supervisor is more conversant with the language and expectations of the workers; as workers expect from their supervisor to be treated as human, be helped in their work, and be friend. The ability of supervisor to do this successfully will bring respect to such a supervisor.

Absenteeism, on the other hand, refers to the failure of workers to appear on the job when they are scheduled to work. Generally, workers miss work due to factors such as burnout, stress, low morale, child care and elder care, depression, injuries etc. Apart from the fact that missed work days have profound financial effect on employers, it may also lead to reduced productivity. In addition, the employees who do show up to work are often burdened with extra duties and responsibilities to fill in for absent employees, this can lead to feelings of frustration and a decline in morale.

Although, occasional absences from work are inevitable - people get sick or injured, have to take care of others, etc- but the habitual absences are most challenging to employers and no serious employer will tolerate such. This may thus be the reason why absenteeism was the least picked item by the respondents. Overall, by collapsing the respondents' response into three groups of (i) low/very low (ii) moderate, and (iii) high/very high, respondents who reported high performance are more than those who reported low and moderate performance. Based on this, respondents in the sampled companies are found to have high level of job performance. High level of job performance indicates that respondents have mastery of their assigned duties in their various workplaces. This is a positive development for human resources in Nigeria industrial sector especially for food and beverage companies. Theoretically, this result suggests that fit exists between the respondents and their job. June and Mahmood (2011) argue that when fit exists between employees and the job they are doing, they tend to exert more efforts in carrying out duties which may lead to greater job performance.

Further enquires were however made from the respondents on factors influencing their level of job performance. Majority of them claimed that their level of job performance is a function of factors such as their personal ability, skill, knowledge, personality, high interest they have in their job, their educational level, training they have had, the experience they have acquired in their workplace, their organizational level of motivation in term of salary and allowances which is high as well as conducive physical working environment in their various workplace.

In addition to the foregoing, efforts were made to ascertain whether there is statistically significant difference between male and female level of job performance in the sampled companies. The hypothesis below was formulated to examine the difference:

Ho: There is no significance difference between male and female level of job performance in the sampled companies.

Hi: There is significance difference between male and female level of job

performance in the sampled companies

The result of the hypothesis formulated above is presented in table 4 below

Table 4: Gender and Job Performance

Gen der	N	Me an	Std. deviat ion	F	Sig .	T	Decis ion
Mal e	21	70.06	8.599	5.523	0.019	1.305	S
Fem ale	83	68.68	6.841				

Significant at $p < 0.05$

Table 4 shows the difference between male and female level of job performance in the sampled companies. From the table, the mean of male and female are 70.06 and 68.68 respectively. The standard deviation for male is 8.599 while that of female is 6.841. The significant value of 0.019 which is less than the 0.05 level of significance indicates that there is statistically significant difference in the level of job performance of male and female respondents in the sampled companies at 5% level of significance. The alternative hypothesis is therefore accepted. This result may be due to the fact that since respondents are not subjected to the same production target their level of job performance is not expected to be the same.

Conclusion

This study investigates the level of job performance among employees in food and beverage industries in Ogun State. It was discovered that workers in food and beverage industries have high level of job performance. This was however attributed to combination of factors such as individual ability, motivational level and positive physical workplace environment. This study thus concludes that any organization aiming to meet its goals, deliver the products and services it specialized in as well as achieve competitive advantages should paid maximum attention to those factors as they may influence employees' level of job performance.

References

- Arvey, R.D; Bouchard, T.J Segal, H.L; and Abraham, L.M (1989) " Job Satisfaction: Environmental and Genetic Components", *Journal of Applied Psychology*, 74:187-192
- Backer, D (1985) "Occupational Stress", *Annual Review of Public Health*, 6:367-381
- Cable, D.M and Edwards, J.R (2004) "Complementary and Supplementary Fit: A Theoretical and Empirical Integration", *Journal of Applied Psychology*, 89:822-834
- Caplain, R.D; Cobb, S; French, J.R.P; Van Harrison, R; Pinneau, S.R (1975) *Job Demands and Workers Health*, Cincinnati: National Institute for Occupational Safety, Publication No. 75 P168
- Crow, S.M and Hartman S.J (1995) "Can't Get No Satisfaction", *Leadership and Organisation Development Journal* 16: 34-38
- Etuk, G.R; Coker, F.G and Ogrimah A.J (2014) "Women's Participation in Nigeria's Industrial Development Process: Obstacles and Options for Change", *Journal of Sustainable Development*, 7(6):168-174
- French, J.R.P; Caplan, R.D; Van Harrison, R (1982) *The Mechanisms of Job Stress and Strain*, New York: Wiley.
- Guan, Y; Deng, H; Risavy,S.D; Bond, M.H and Li, F (2010) "Supplementary Fit, Complementary Fit, and

- Work-Related Outcomes: The Role of Self- Construal”, *Journal of Applied Psychology*, 60(2):210-286
- Hackett, R and Guion, R.M (1985) A Reevaluation of the Absenteeism-Job Satisfaction Relationship”, *Organizational Behaviour and Human Decision Process*, 3: 340-381
- Judge, T.A and Locke, E.A (1993) “Effect of Dysfunctional Thought Processes on Subjective Well-being and Job Satisfaction”, *Journal of Applied Psychology*, 78:475-490
- Judge, T.A and Church,A.H (2000) “Job Satisfaction: Research and Practice” in C.A Cooper and E.A Locke (eds) *Industrial and Organisational Psychology: Linking Theory to Practice*, Maiden, MA: Blackwell Pg109-129
- June, S and Mahmood, R (2011) “Relationship Between Person-Job Fit and Job Performance: A Study Among the Employee’s of the Service Sector SMEs in Malaysia”, *International Journal of Business, Humanities and Technology*, 1(2):95-105
- Kahya, E (2007) “The Effects of Job Characteristics and Working Conditions on Job Performance”, *International Journal of Industrial Ergonomics*, 37:515-523
- Kristof-Brown, A.L; Zimmerman, R.D; and Johnson, E.C (2005) “Consequences of Individuals Fit Work: A Meta-Analysis of Person-Job, Person-Organisation, Person-Group, and Person-Supervisor Fit”, *Personnel Psychology*, 58:281-342
- Mello, J.A (2006) *Strategic Human Resource Management*, 2nd ed, United States of America: Thomson South-Western
- Ogun State Bureau of Land and Survey (2011) *Information Handbook*. Abeokuta: Ogun State Printing Corporation
- Profile International (2015) “Solving Talent Management Challenges”, retrieved from <http://www.info.profileinternational.co>
- Van Harrison, R (1975) “Person-Environment Fit and Job Stress” in Cooper, C.L and Payne, R (eds) *Stress at Work*, Chichester: Wiley