



EFFECT OF EMPLOYEE COMPENSATION ON ORGANIZATIONAL COMMITMENT FOR GROWTH AND SUSTAINABLE DEVELOPMENT

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ABSTRACT

The problem of the study look at how an understanding of the factors involved in job satisfaction is relevant to improve the wellbeing of a significant number of employees for economic growth and sustainable development. The major objective of the study is to assess the relationship between employee compensation and employee performance in Federal Polytechnic, Mubi. The population of the study covered the entire staff of Federal Polytechnic Mubi covering (2,003) staff consisting of academic and non-academic staff, the sample size for this study is 400, which comprises of 786 academic staff and 1217 non-academic staff using proportional allocation formula, the instrument used for collecting data from the respondents is the questionnaire, and the data gathered from the respondent was analyzed using percentage analysis. The result of correlation revealed negative relationship existing between variables, where the r-value of (-0.662, -0.761 and -0.857 < 0.05). Also the findings revealed that majority of the staff of Federal Polytechnic were not adequately compensated. The study therefore, recommends that management should adopt a system of effective compensation management for effective employees' commitment to tasks and duties to promote economic growth and sustainable development.

Keywords: *Employee, Compensation, Organizational Commitment, Growth, Sustainable Development*

INTRODUCTION

Compensation is the output and the benefit that employee receive in the form of pay, wages and also some rewards like monetary exchange for the employee's to increases the Performance (Spector, 2013). According to many scholars, job satisfaction is the bedrock of any employee performance because it deals with employee satisfaction towards his or job either from extrinsic job rewards or intrinsic job rewards that will create interest and commitment in their assigned tasks and duties. An organization would not get the best of its employee if they are not committed (Robbins & Coulter, 2015).

Employee performance still remains a principal factor influencing the growth and survival of the organization success. Therefore, understanding people in their job and what motivates them could be a driving force in strengthen employee performance (Aaron & Vivian, 2015). The value of employee training as a compensation and benefits packages has increases the performance of human resource outcomes which normally increases the performance, satisfaction, productivity, quality and quantity of work done by employee (Jackson, 2012).

People tend to be committed to their organization because they are satisfied with their job, promotional opportunity and work environment (Weiner, 2010). It arises from natural psychological needs, such as needs for competence and autonomy. It is a self generated urge that comes from inside an employee and influences him/her to work harder. They are connected to job related and social incentives such as opportunity to use one's ability, interesting work, recognition of a good performance, development of opportunities, a sense of challenge and achievement, participation in decision making, and being treated in a caring and thoughtful manner etc (Pattanayak, 2015).

Armstrong (2015) stated that compensation management is an integral part of human resources management approach to productivity improvement in the organization. It deals with the design, implementation and maintenance of compensation system that are geared to the improvement of organizational, team and individual performance.

Pearce (2010), compensation implies having a compensation structure in which the employees who perform better are paid more than the average performing employees. Armstrong (2015) compensation management is concerned with the formulation and implementation of strategies and policies that aim at

compensating people fairly, equitably and consistently in accordance with their value to the organization. Anyebe (2013) the task in compensation administration is to develop policies and the terms of attracting, satisfying, retaining and perhaps motivating employees.

Statement of the Problem

An understanding of the factors involved in job satisfaction is relevant to improve the wellbeing of a significant number of people. Therefore, apart from its humanitarian utility, it appears to make economic sense to consider whether and how job satisfaction can be improved. Hence, the needs to identify compensation packages that can help improve the job satisfaction of academic staff working in the selected Polytechnics in Nigeria (Weiner, 2010).

A large number of studies reveal the fact that the relationship of job satisfaction and employee performance has been a widely studied phenomenon since the articulation of these constructs. The existing literature demonstrates an abundance of studies that have addressed the importance of job satisfaction for employee performance. However, number of studies has examined this relationship in organization in Nigeria (Omolara, 2008).

The vast majority of research indicates a positive relationship between employee compensation and employee performance (Mathieu & Zajac, 2013). Job satisfaction is one of the attitudinal constructs that has been shown to be related to employee performance, but its treatment as an independent construct should be emphasized. A number of factors distinguish job satisfaction from employee performance (Mathieu & Zajac, 2013)

But many of this researches were not centered on academic institutions most especially polytechnics and their findings have failed to point some elements of employee compensation that can lead to employee performance, this study tends to breach this gap by investigating empirically some three elements of compensation i.e. incentive packages, training and wages and salaries through effective compensation management in Federal Polytechnic, Mubi.

Objective of the Study

The main objective of the study is to assess the relationship between compensation and employee performance in Federal Polytechnic, Mubi. Other specific objectives to:

- i. determine the relationship between incentive packages and employee performance in Federal Polytechnic, Mubi.
- ii. To analyse the relationship between employees training and employee performance in Federal Polytechnic, Mubi.
- iii. To assess the relationship between wages and salaries administration and employee performance Federal Polytechnic, Mubi.

The following hypothesis was formulated for the study:

- H₀ : There is no relationship between incentive packages and employee performance in Federal Polytechnic, Mubi.
- H₀ : There is no relationship between employee training and employee performance in Federal Polytechnic, Mubi.
- H₀ : There is no relationship between wages and salaries administration and employee performance Federal Polytechnic, Mubi.

LITERATURE REVIEW AND CONCEPTUAL CLARIFICATIONS

Employee performance

Employee performance is typically measured by employee willingness to work hard to improve their organization, the fit between the organization's and the worker's values, reluctance to leave, and loyalty toward or pride taken in working for their employers" (Maume, 2006). The concept of employee performance has attracted considerable interest in an attempt to understand and clarify the intensity and stability of an employee's dedication to the organization. Organisational commitment is "the degree to which an employee identifies with a particular organisation and its goals, and wishes to maintain membership in the organization" (Roodt & Kellerman, 2013).

It is often defined as employees' positive emotional, resulting from his or her evaluations towards their job situations and job experiences and employees' attitudes towards his or her working conditions or environments that is influenced by perceived relationship between employee wants in the organization (Kasim & Ghaffar, 2012). Linda and Michael (2014) revealed that employees who are gratified with his or her job are more likely to prove a worthy attitude and contributed more efforts to share his or her skill and knowledge with the organization. According to many scholars, job satisfaction

has been given more attention in today's organization because job satisfaction will help organization to retain experienced, trained and competent employees. Employee performance can take different forms: the first form they talk about is the *nature* of commitment that defines the relationship between an employee and some other entity (organization) and it can vary. The second form involves efforts to distinguish among *entities* to which an employee becomes committed (Meyer & Allen, 2010).

K Incentives Packages

Adequate incentives have been found to be one of the means through which organization can adopt to motivate and increase their workers' performance. There are many studies in the literature, which examine the monetary and nonmonetary incentives and their effects on organizational variables (Al-Nsour, 2012; Scheepers, 2009). Incentive programs are put in place by various organisations to compensate and reward performance of employees who perform more than expectation. Incentive packages are financial or non-financial rewards offered to employees to compel them to exert more effort into any giving task (Arnolds & Venter, 2007).

Meanwhile, employees could be intrinsically or extrinsically motivated. Intrinsic motivation is an inward drive coming from within the person which makes him to work effectively and efficiently toward the realization of organizational productivity (Ryan & Deci, 2010).

a. Monetary Incentives

Monetary incentives are used by employers of labours to retain their best brains and as well compensate them for a job well done and excellence of job performance through monetary form. (Nelson, 2013) The incentive can come in many forms: basic salary, insurance, profit sharing, retirement plans, employee stock, overtime pay, attendance incentives, competition and contests, output-oriented merit increases, performance Bonuses, piecework, safety incentives, suggestion Awards etc (Cole, 2012). Monetary incentive is used to describe incentive-payment plans which ties incentives directly or indirectly to productivity standard (Kepner, 2001).

b. Nonmonetary Incentives

Nonmonetary incentives are to reward employees for excellence job performance through opportunities. It usually come in form of more enabling authority, award, participating in the management, promotion, holidays, better working environment, written recognition, gifts, formal dinners, informal parties, plaques, etc. (Ellis and Pennington, 2004).

Training

Dale (2010) defined training as the organized procedure by which people learn knowledge and skills for a definite purpose. According to Badeian (2009) training is the process of developing individual's skills, knowledge and attitude so as to improve present and future performances. Ejiogun (2011) sees training as a process of causing a person or even an animal to respond to discipline and instruction, a process of making someone to respond to discipline and instruction, a process of making someone to become more proficient. There are different ways of defining the term training. It may be defined as a systematic development of the knowledge, skills and behaviour required by employees to do adequately on confirmed task or job (Shaheen, Naqvi and Khan, 2013) or simply learning that is provided in order to improve performance on the present job (Amin, 2013).

On the other hand Elnaga and Imra (2013) define employee training as programs that provide workers with information, new skills, or professional development opportunities. It can take place in numerous ways, on the job or off the job; in the organization or outside organization. Regardless of the view, the term training draws elements of acquiring new knowledge to help manage both current and future situations.

Wage and Salary Administration

According to Nwachukwu (2010) and Ogunbameru (2010) "wage and salary administration" refers to the development, implementation and on-going maintenance of a base pay system. The central objective or purpose of wage and salary administration is to provide pay that is both competitive and equitable (Atchison, 2013).

In relation to Nigeria, wage and salary administration activities refer to all those processes, strategies, plans and schemes that give rise to pay policies. Such policies set the overall direction of pay within the organizations or

establishment, public or private as the case may be. The actual development of a base pay system follows the determination of pay policies. Here, the focus is on relevant suggestions aimed at mitigating the difficulties encountered in handling the issues of wages and salaries in this country (Nigeria).

Relationship between Incentives packages and employee performance

Although employee attitudes such as satisfaction are not the only determinant of job performance (Spector, 2013) but contribute to (or discourage) absenteeism, reduction in the wastages, industrial accidents and they help establish the culture of the organization. This means that incentives packages have major role to play in stimulating employee performance which inturn will lead to high employee performance.

Relationship between Training and Employee performance

The level of employee commitment at the workplace defines the extent to which they derive job satisfaction which can also be based on the level of training received by the employees. There are some researchers who study employee's performance as an overall variable whereas others consider its different dimensions (Bryson, Cappellari & Lucifora, 2004). The general attitude that people have about their job defines job satisfaction base on training.

Employee performance care about the future of the company and are willing to invest discretionary effort (Seijts, Gerard & Crim, 2006). Employee performance makes employees feel a strong emotional bond to the organization that employs them, which results in higher retention levels and productivity levels and lower absenteeism. When reliably measured, positive employee commitment can be casually related or correlated to specific business outcomes by workgroup and job type.

Relationship between Wage and Salary Administration and Employee performance

A Wage is the remuneration paid for the service of labour in production periodically to an employee / worker. So payment made to labour is generally referred to as wages. Wages also refer to the hourly rate paid to such groups as production and maintenance. Salary normally refers to the periodically rates paid to clerical (Ogunbameru, 2004).

Wage and salary are paid as per contract of employment. Wages include basic wage/salary and allowances. Allowances are paid in addition to basic wage to maintain the value of basic wage over a period of time. In India, different Acts include different item under wages (Agbonifoh, 2015). Wage and salary administration is establishment and implementation of sound policies and practices of employee compensations. Wage policies of different organisations very somewhat. Some organisations pay minimum necessary to attract the required number and kind of labour, while some organisations pay well above the going rates in the labour market. Various factors influence wage and salary structure and administration like govt. legislation and public policy, organisations ability to pay, labour supply and demand, going wages and salaries, cost of living, productivity, trade union’s bargaining power, job requirement, management attitude about wage to be paid etc (Agbonifoh, 2015).

METHODOLOGY

The study adopted survey research design. Population refers to all members of well-defined class of people events, or object. The population was put at Federal Polytechnic Mubi (2,003) staff consisting of academic and non-academic staff. The academic staff population has a total of 786 representing 39.2% of total population of 2013 and the non-academic staff with the population of 1217 representing 60.8% of total population. Whereas, the sample size for this study is 334 determine through Yemani formula. The study used questionnaire as one of tools for collecting data. The questionnaire were designed on five point likert scale ranging from strongly agreed (5), Agree (4), Undecided (3), Disagreed (2) and strongly disagreed (1). While the hypotheses are tested using correlation analysis at 0.05 level of significance.

RESULT AND DISCUSSION

Hypotheses Testing

- i. H_{01} : There is no relationship between incentive packages and employee performance in Federal Polytechnic, Mubi.

Correlations

| | | IP | EP |
|----|---------------------|---------|---------|
| IP | Pearson Correlation | 1 | -.662** |
| | Sig. (2-tailed) | | .000 |
| | N | 303 | 303 |
| EP | Pearson Correlation | -.662** | 1 |
| | Sig. (2-tailed) | .000 | |

| | | |
|--|-----|-----|
| N | 303 | 303 |
| **. Correlation is significant at the 0.01 level (2-tailed). | | |

A Pearson’s correlation analysis was conducted to examine the relationship between incentive packages and employee performance in Federal Polytechnic, Mubi. The result of correlation revealed negative relationship existing between variables, a negative correlation of -0.662 and significant at 0.00, which is less than 0.5 level of significant. Therefore, we reject the null hypothesis and accept the alternate which state that there is a relationship between incentive packages and employee performance in Federal Polytechnic, Mubi.

- ii. H₀₂ : There is no relationship between employee training and employee performance in Federal Polytechnic, Mubi.

Correlations

| | | ET | EP |
|--|---------------------|---------|---------|
| ET | Pearson Correlation | 1 | -.761** |
| | Sig. (2-tailed) | | .000 |
| | N | 303 | 303 |
| EP | Pearson Correlation | -.761** | 1 |
| | Sig. (2-tailed) | .000 | |
| | N | 303 | 303 |
| **. Correlation is significant at the 0.01 level (2-tailed). | | | |

A Pearson’s correlation analysis was conducted to examine relationship between training and employee performance in Federal Polytechnic, Mubi. The result of correlation revealed that there is negative relationship existing between variables, a correlation of -0.761 and significant at 0.00, which is less than 0.5 level of significant. Therefore, we reject the null hypothesis and accept the alternate hypothesis which states that there is a relationship between employee training and employee performance in Federal Polytechnic, Mubi.

- iii. H₀₃ : There is no relationship between wages and salaries administration and employee performance Federal Polytechnic, Mubi.

| Correlations | | | |
|---------------------|---------------------|---------|---------|
| | | WAS | EP |
| WAS | Pearson Correlation | 1 | -.857** |
| | Sig. (2-tailed) | | .000 |
| | N | 303 | 303 |
| EP | Pearson Correlation | -.857** | 1 |
| | Sig. (2-tailed) | .000 | |
| | N | 303 | 303 |

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

A Pearson's correlation analysis was conducted to examine relationships between wages and salaries administration and employee performance Federal Polytechnic, Mubi. The result of correlation revealed that there is negative relationship existing between variables, a correlation of -0.857 and significant at 0.00, which is less than 0.5 level of significant. Therefore, we reject the null hypothesis and accept the alternate hypothesis which states that there is a relationship between wages & salaries administration and employee performance in Federal Polytechnic, Mubi.

Where:

- IP = Incentive packages
- ET = Employee training
- WSA = Wages and Salaries Administration
- EP = Employee performance

To evaluate whether there is a significant relationship between IP, ET, WSA and EP in Federal Polytechnic, Mubi. The hypotheses revealed a negative correlation of -0.662, -0.761 and -0.857 at significant level of 0.000 which is less than 0.5 level of significant. Therefore, the null hypothesis was rejected and accepts the alternate hypotheses.

Summary of Findings

The major findings of this study have been derived from the analysis and presentation of data of this study:

- i. This analysis potentially highlights that majority of the staff of Federal Polytechnic were not given traveling/vocation allowances, medical and health insurance allowance, free meal are not given to staff in recognition of their performance, also vehicles are given to only few staff as incentives, overtime pay is sometimes given to only few. Many of the staff feels that they have too few options to consider leaving the institution. The hypothesis tested revealed that there is a relationship between incentive packages and employee performance in Federal Polytechnic, Mubi.
- ii. The results of the analysis also revealed that training opportunities are given to selected people in Federal Polytechnic, Mubi, though employee training programme are ineffective among staff, importance of training to employee are not given due consideration, the staff also didn't enjoys good training opportunities. The hypothesis result revealed that there is a relationship between employee training and employee performance in Federal Polytechnic, Mubi.
- iii. Findings of the above analysis show that there is absence of proper wages administrations to help facilitate pay roll administration in Federal Polytechnic, Mubi. There is no effective wages administration to helps employees to reduce the incidence of quitting and grievances'; retaining the services of their employees is not as a result of proper wages administration, transparency in wages administration suppose to helps workers to agree with management on what they are paid for but this doesn't apply in Federal Polytechnic Mubi. From the hypothesis tested it shows that there is a relationship between wages & salaries administration and employee performance in Federal Polytechnic, Mubi.

CONCLUSION AND RECOMMENDATIONS

The study succeeded in identifying whether there is a relationship existing between the variables under study, there is a significant relationship between IP, ET, WSA and OC in Federal Polytechnic, Mubi. Though many of the staff of Federal Polytechnic were not given traveling/vocation allowances, medical and health insurance allowance, free meal are not given to staff in recognition of their performance, vehicles are given to only few staff as incentives, overtime pay is sometimes given but to only selected staff. Many of the staff feels that

they have too few options to consider leaving the institution. Which directly or indirectly does not adequately promote economic growth and sustainable development of the nation.

It was further indicated that training opportunities are given to selected people in Federal Polytechnic, Mubi, even though employee training programmes are ineffective among staff, importance of training to employees are not given due consideration, the staff affirmed that they don't usually enjoy good training opportunities. The hypothesis result revealed that there is a relationship between employee training and employee performance in Federal Polytechnic, Mubi, this implies that good training opportunities can lead to high employee performance. Moreso, it further concludes that there is no effective wages administration to help employees to reduce the incidence of quitting and grievances'; retaining the services of their employees is not as a result of proper wages administration, transparency in wages administration suppose to help workers to agree with management on what they are paid for but this doesn't apply in Federal Polytechnic Mubi.

The study was able to recommend that;

- i. Management of Federal Polytechnic Mubi and other similar institutions should provide their staff with available traveling/vocation allowances, medical and health insurance allowance, and if possible free meal should be given to staff for performance recognition and vehicles should also be given as incentives to those that are due not on biasness or sentiment bases. This will enable their staff to do away with thinking of leaving institution whenever they are given better opportunities as it will also enhance their performance.
- ii. There is need to provide good training opportunities to staff of Federal polytechnic, Mubi and other similar institutions as this will eradicate any form of biasness among staff and will help them to be more effective in discharging their duties diligently and the training programme should be made available to all staff that are interested be it senior and junior staff, this will go along way to enhance staff commitment to the institutions, as well as economic growth and sustainable development.
- iii. Management of Federal Polytechnic, Mubi and other parastatals should put in consideration the need for proper wages and salaries administration as this will help to facilitate pay roll administration, helps

employees to reduce the incidence of quitting and grievances’, retaining the services of the employees and transparency in order to enable staff to bargain for what they are paid for. If they are to put in their best towards ensuring economic growth and development.

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