

**Effect of Human Resource Management Practices on Organisational Performance:
Evidence from Coleman Wire and Cable Industry, Ogun State, Nigeria**

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Abstract

This study examined the effect of human resource management (HRM) practices on organisational performance at Coleman Wire and Cable Industry, Ibafo, Ogun State, Nigeria. It focused on recruitment and selection, training and development, performance-based reward systems, and employee involvement and participation. The study was anchored on the Resource-Based View, the Ability-Motivation-Opportunity model, and Social Exchange Theory. A quantitative cross-sectional survey design was adopted. Data were obtained from 220 employees and managers selected through stratified random sampling using a structured five-point Likert questionnaire. Descriptive statistics, Pearson correlation and multiple regression were used for analysis. The results showed that the four HRM practices jointly explained 55.8% of the variance in organisational performance ($R^2 = .558$, adjusted $R^2 = .550$), and the regression model was significant, $F(4, 215) = 67.849$, $p < .001$. Training and development was the strongest predictor ($\beta = .382$, $p < .001$), followed by recruitment and selection ($\beta = .254$, $p < .001$), performance-based rewards ($\beta = .231$, $p < .001$), and employee involvement and participation ($\beta = .126$, $p = .017$). All four null hypotheses were rejected. The study concludes that HRM practices are important strategic drivers of performance in technically demanding manufacturing environments. It recommends strengthening competency-based recruitment, continuous technical training, transparent performance-linked rewards, and structured employee participation mechanisms.

Keywords: Human Resource Management Practices; Organisational Performance; Training and Development; Recruitment and Selection; Performance-Based Reward Systems; Employee Involvement; Manufacturing Industry.

1.0 Introduction

Human resource management has moved from a predominantly administrative role to a strategic function concerned with developing and deploying employees in ways that support organisational objectives. HRM practices influence the quality of human capital available to an organisation, the motivation of employees to apply their knowledge, and the opportunities provided for employees to contribute to work improvement. In manufacturing firms, these issues are especially important because productivity, product quality, safety, machine utilisation and waste reduction depend not only on technology and capital but also on the knowledge, discipline and commitment of the workforce. Noe et al. (2021) therefore position HRM as a set of integrated policies and systems that shape employee behaviour and performance, while Barney and Wright (2018) explain that valuable and difficult-to-imitate human capabilities can contribute to sustained competitive advantage.

The HRM-performance relationship can be understood through the Ability-Motivation-Opportunity (AMO) logic. Recruitment and selection and training and development enhance employees' ability to perform; performance-based rewards strengthen motivation; and employee involvement creates opportunities for employees to apply their knowledge and influence work processes (Bos-Nehles et al., 2020). In practice, these dimensions are interconnected. A technically capable employee may underperform where rewards are perceived as unfair, while a motivated employee may be unable to contribute fully where decision-making is highly centralised. Effective HRM therefore requires a coherent system rather than isolated personnel activities.

This relationship is particularly relevant to Nigerian manufacturing, where firms operate under pressures associated with skill shortages, high operating costs, changing technology and strong competition. Studies in Nigeria indicate that the effectiveness of HRM practices varies across sectors and organisational settings, making context-specific evidence important (Oladipo et al., 2021; Ukenna & Ayodele, 2019). Wire and cable manufacturing requires specialised technical skills, adherence to quality specifications, attention to occupational safety, and effective coordination between production and administrative functions. These features make the subsector an appropriate setting for examining whether specific HRM practices translate into measurable organisational performance.

Coleman Wire and Cable Industry provides the organisational setting for the present study. The study treats organisational performance as a multidimensional outcome reflected in employee productivity, product quality, job satisfaction and operational efficiency. It examines four HRM

practices that are central to the employee lifecycle and are directly linked to the AMO framework: recruitment and selection, training and development, performance-based reward systems, and employee involvement and participation. The purpose is to determine the extent to which these practices explain differences in organisational performance within a technically demanding Nigerian manufacturing environment.

Although HRM is widely regarded as a strategic contributor to organisational performance, evidence from Nigerian manufacturing remains uneven. Many firms invest in recruitment, training, reward systems and employee participation without clear empirical evidence showing which practices generate the strongest performance returns. This creates a practical problem because limited organisational resources may be allocated to HR activities whose design or implementation does not sufficiently address productivity, quality or operational efficiency. The problem is more pronounced in manufacturing environments, where skill mismatches, weak transfer of training, perceived reward inequity and limited employee voice can directly affect production outcomes.

At Coleman Wire and Cable Industry, recruitment and selection are expected to place employees with suitable technical and behavioural competencies into appropriate roles. Training and development should improve job knowledge, safety awareness and operational capability. Performance-based rewards should motivate employees to achieve expected standards, while involvement and participation should allow production employees to contribute practical knowledge to problem-solving and continuous improvement. However, the extent to which these four practices actually influence organisational performance had not been empirically established within the company. The absence of such evidence limits management's ability to prioritise HR investments and to determine whether current practices require strengthening or redesign.

Existing Nigerian studies provide useful evidence but are concentrated in banking, public institutions and broad SME settings. Even manufacturing studies often combine firms from diverse subsectors whose skill requirements and operating systems differ substantially. Consequently, findings from those studies cannot automatically be assumed to apply to a wire and cable producer. This study addresses that gap by testing the separate and collective effects of recruitment and selection, training and development, performance-based rewards, and employee involvement on organisational performance at Coleman Wire and Cable Industry.

The study was guided by research questions derived from the proxies of human resource management practices adopted in the study. Specifically, the study sought to determine whether

recruitment and selection practices were related to organisational performance at Coleman Wire and Cable Industry. It also examined whether training and development programmes affected organisational performance. In addition, the study investigated the extent to which performance-based reward systems influenced organisational performance and assessed whether employee involvement and participation practices contributed significantly to organisational performance at Coleman Wire and Cable Industry. These questions provided the basis for examining how the selected dimensions of human resource management practices were associated with employee productivity, product quality, job satisfaction, and operational efficiency within the organisation.

The main objective of the study was to examine the effect of human resource management practices on organisational performance at Coleman Wire and Cable Industry. Human resource management practices were represented by four proxies, namely recruitment and selection practices, training and development programmes, performance-based reward systems, and employee involvement and participation practices. Accordingly, the study determined the relationship between recruitment and selection practices and organisational performance. It assessed the effect of training and development programmes on organisational performance and evaluated the influence of performance-based reward systems on organisational performance. The study further examined the effect of employee involvement and participation practices on organisational performance. Through these dimensions, the study established the extent to which the organisation's HRM practices contributed to productivity, product quality, employee satisfaction, and operational efficiency.

The study is significant to management and HR practitioners because it identifies the relative contribution of four HRM practices to organisational performance and thereby supports evidence-based allocation of resources. The findings indicate which practices should receive priority attention and provide a basis for improving recruitment criteria, technical training, reward design and employee participation. The study also contributes to strategic HRM literature by applying the Resource-Based View, the AMO model and Social Exchange Theory to a Nigerian wire and cable manufacturing context, an area that has received less empirical attention than banking, telecommunications and the public sector.

The study is limited to Coleman Wire and Cable Industry in Ogun State, Nigeria. The independent variables are recruitment and selection practices, training and development programmes, performance-based reward systems, and employee involvement and participation, while organisational performance is the dependent variable. Performance is assessed through

employee productivity, product quality, job satisfaction and operational efficiency. The unit of analysis comprises employees and managers who are directly exposed to the HRM practices under investigation. A cross-sectional design was adopted, so the findings represent conditions during the study period and should not be interpreted as evidence of long-term causality beyond the organisational setting.

2.0 Literature Review

Conceptual Review

Human Resource Management Practices

Human resource management refers to the systematic policies and practices through which organisations attract, develop, motivate, retain and involve employees in the pursuit of organisational goals. Contemporary HRM extends beyond payroll and personnel administration because it links workforce decisions with strategy and organisational performance (Noe et al., 2021). In this study, HRM is operationalised through four practices that represent the main AMO pathways: recruitment and selection and training and development as ability-enhancing practices, performance-based rewards as a motivation-enhancing practice, and employee involvement as an opportunity-enhancing practice (Bos-Nehles et al., 2020).

Recruitment and Selection Practices

Recruitment concerns attracting qualified applicants, whereas selection concerns identifying the candidate whose knowledge, skills and personal attributes best fit job requirements. Effective recruitment and selection reduce person-job mismatch, unnecessary turnover and the cost of correcting poor hiring decisions. In manufacturing, the process is particularly important for technical jobs because unsuitable placement can affect machine utilisation, safety, defect rates and output. The present study therefore views recruitment and selection in terms of fairness and transparency, clarity of job requirements, alignment between qualifications and job demands, the capacity of selection methods to assess ability, and the timeliness with which vacancies are filled.

Training and Development Programmes

Training and development are planned efforts to improve employees' current job competence and future capacity. Training may address equipment operation, quality control, maintenance, safety and problem-solving, while development supports broader professional growth. Salas et al. (2022) emphasise that effective training requires alignment with work demands and opportunities to transfer learning to the workplace. For Coleman, training is expected to contribute to

performance where content is relevant to technical responsibilities, instructors are competent, employees are able to practise new skills, and supervisors support the application of learning.

Performance-Based Reward Systems

Performance-based reward systems link financial or non-financial outcomes to individual or group performance. They may include bonuses, merit pay, recognition, promotion opportunities and other incentives. Their effectiveness depends on whether employees understand the performance criteria, regard the measures as accurate, and perceive the allocation process as fair (Gerhart, 2023). A reward system that lacks transparency can weaken motivation even when financial incentives are available. In this study, performance-based rewards are assessed through the perceived connection between performance and reward, distributive fairness, prompt recognition, appraisal accuracy and motivational value.

Employee Involvement and Participation

Employee involvement and participation refer to arrangements through which employees contribute ideas, participate in decisions and influence work processes. Wilkinson et al. (2020) distinguish between direct involvement in task-level improvement and broader participation in organisational decision-making. Manufacturing firms can use team meetings, quality circles, suggestion schemes and structured problem-solving to draw on frontline knowledge. Such practices may strengthen commitment and enable quicker identification of production problems, provided that employees believe their contributions are genuinely considered by management.

Organisational Performance

Organisational performance concerns the extent to which an organisation achieves desired economic, operational and human outcomes. Because no single indicator captures performance adequately, the present study adopts a multidimensional view. At Coleman, performance is reflected in employee productivity, product quality, employee job satisfaction and operational efficiency. These indicators are appropriate to a manufacturing setting because effective performance involves producing acceptable output at the required quality while using labour and materials efficiently and maintaining a workforce capable of sustained contribution.

Empirical Review

Recruitment and Selection Practices and Organisational Performance

Oginni et al. (2023) examined recruitment and selection practices and business performance among Nigerian small and medium-sized manufacturing enterprises. Using survey data and regression analysis, they found that formal recruitment channels and structured selection practices

were associated with better business performance, although the effects varied by recruitment method. Their findings support the argument that the quality of entry decisions influences subsequent organisational outcomes. However, the multi-firm SME setting differs from a specialised wire and cable manufacturer, leaving a need for organisation-specific evidence.

Harrison et al. (2025) investigated job selection practices and organisational performance in selected Nigerian brewing firms. Survey evidence from full-time employees showed that effective selection practices significantly improved productivity, employee commitment and operational performance. The study recommended competency-based selection and objective assessment methods. Its manufacturing focus makes it relevant to the present study, but differences between brewing and wire and cable production justify further investigation of the selection-performance relationship at Coleman.

Training and Development Programmes and Organisational Performance

Taiwo et al. (2021) examined training and development practices and employee performance in selected manufacturing companies in Nigeria. The study used a large employee sample and found that training and development significantly enhanced productivity and organisational performance. It concluded that continuous staff development should be institutionalised in manufacturing firms. The evidence is relevant to Coleman because technical manufacturing competence must be updated as processes and equipment change, although the cross-sectional design limits claims about long-term effects.

Ekundayo (2023) studied employee training and development in selected oil service companies in Port Harcourt and reported significant positive effects on productivity, innovation and operational efficiency. The study highlighted seminars, development opportunities and learning participation as important contributors to performance. Although conducted outside manufacturing, the results reinforce the broader proposition that relevant employee development strengthens organisational outcomes, particularly in technically demanding work environments.

Performance-Based Reward Systems and Organisational Performance

Agba et al. (2021) examined performance-based incentives and employee productivity in commercial organisations and found that bonuses, promotion and recognition significantly improved employee productivity. The study emphasised the importance of transparent incentive arrangements. Its findings suggest that reward systems can strengthen effort when employees perceive a credible link between contribution and outcome, but sectoral differences mean that the evidence requires validation within manufacturing.

Adebisi and Olayemi (2024) examined performance-based reward systems and organisational agility in the Nigerian banking industry. Their regression results showed that competence-based rewards, continuous-improvement incentives and teamwork rewards enhanced organisational agility and performance. Although the banking context differs from factory production, the study indicates that reward systems can reinforce adaptive and performance-oriented behaviour when they are tied to clearly defined competencies and collective goals.

Employee Involvement and Participation and Organisational Performance

Babalola et al. (2020) investigated employee involvement in decision-making and organisational performance among selected Nigerian banks. Correlation and regression results showed a positive association between involvement, employee commitment and organisational performance. The effect was moderate, suggesting that participation is beneficial but may depend on the depth and authenticity of employee influence. The study provides support for participation as an opportunity-enhancing HRM practice, although it was conducted in the service sector.

Imadonmwiyi et al. (2025) examined employee participation and organisational performance at Nestlé Nigeria Plc. Using a correlational survey and regression analysis, the study found a significant positive effect of participation on organisational performance, with direct participation showing strong links to productivity and commitment. The manufacturing setting makes this evidence especially relevant to Coleman and supports the expectation that structured employee input can contribute to operational problem-solving and performance improvement.

Research Gap

The reviewed studies broadly support positive links between HRM practices and performance, but four gaps justify the present research. First, Nigerian evidence is concentrated in banking, public institutions and general manufacturing rather than wire and cable production. Second, most studies investigate one or two HRM practices rather than comparing recruitment, training, rewards and involvement within a single model. Third, the relative importance of these practices is likely to differ in a capital-intensive technical environment where skill quality, safety and process discipline are central. Fourth, organisation-specific evidence is required to guide management decisions at Coleman. This study addresses these gaps by estimating the separate and joint effects of four HRM practices on organisational performance using data from employees and managers of Coleman Wire and Cable Industry.

Theoretical Framework

Resource-Based View

The Resource-Based View (RBV) explains competitive advantage in terms of internal resources that are valuable, rare, difficult to imitate and not readily substitutable. Applied to HRM, the theory proposes that employee knowledge, experience, relationships and firm-specific capabilities can become strategic resources when competitors cannot easily reproduce them. Barney and Wright (2018) argue that HR systems contribute to advantage when they help organisations acquire, develop and retain such human capital. In the present study, recruitment and selection identify potentially valuable capabilities, training strengthens firm-specific competence, rewards help retain and motivate employees, and participation enables the organisation to use employees' tacit knowledge.

The RBV is useful because it links HR investment directly to firm-level performance. Its limitation is that it can be difficult to specify precisely when a human resource is sufficiently rare or inimitable to generate sustained advantage. Nevertheless, the framework is relevant to Coleman because specialised production skills, quality-control knowledge and accumulated process experience may be difficult for competitors to replicate quickly. Effective HRM should therefore improve performance by building and retaining human capital that supports reliable production and quality.

Ability-Motivation-Opportunity Model

The Ability-Motivation-Opportunity (AMO) model provides the principal explanatory framework for the study. It proposes that employee performance is enhanced when employees possess the ability to perform, are motivated to exert effort, and have opportunities to use their capabilities (Bos-Nehles et al., 2020). Recruitment and selection and training are ability-enhancing practices because they determine whether employees possess or acquire the required knowledge and skills. Performance-based rewards are motivation-enhancing because they connect effort and outcomes, while employee involvement is opportunity-enhancing because it gives employees channels through which to contribute ideas and influence work processes.

The model is especially appropriate to a manufacturing organisation because technical competence alone does not guarantee performance. Employees also require motivation to sustain effort and organisational arrangements that allow them to use knowledge productively. The AMO framework therefore provides a direct basis for the four hypotheses tested in the study and permits

comparison of the relative influence of ability-, motivation- and opportunity-enhancing practices on organisational performance.

Social Exchange Theory

Social Exchange Theory explains workplace behaviour through reciprocity. When employees perceive that an organisation invests in them, treats them fairly and values their contribution, they may respond with greater commitment, effort and cooperative behaviour (Cropanzano et al., 2017). Training can signal organisational investment, fair reward practices can reinforce perceived justice, and meaningful participation can communicate respect for employee knowledge. Conversely, arbitrary selection, weak development opportunities or inequitable rewards may weaken reciprocal commitment.

The theory complements the AMO model by explaining why the same HRM practice can produce different behavioural responses depending on employees' perceptions of fairness and organisational support. In a high power-distance context, formal opportunities for participation may not automatically generate voice unless employees believe that management genuinely welcomes their contribution. Social Exchange Theory is therefore useful in interpreting the comparatively weaker effect of employee involvement found in the study.

Integration of the Theoretical Framework

The three theories are complementary. The RBV explains why human capital can be strategically valuable to Coleman; the AMO model explains the mechanisms through which specific HRM practices influence employee contribution; and Social Exchange Theory explains the reciprocal attitudes and behaviours that may arise when employees perceive HR practices as supportive and fair. The AMO model serves as the primary framework because the four independent variables map directly onto ability, motivation and opportunity, while the RBV and Social Exchange Theory provide firm-level and relational explanations for the observed effects.

3.0 Methodology

Research Design and Area of the Study

The study adopted a quantitative cross-sectional survey design and was conducted at Coleman Wire and Cable Industry, Ibafo, Ogun State, Nigeria. The design was appropriate because it enabled the collection of standardised responses from employees and managers at a single period and supported statistical estimation of the relationships between HRM practices and organisational performance. Coleman was selected because its wire and cable operations require technical

competence, process discipline and effective coordination, making it an appropriate setting for examining HRM-performance relationships.

Population, Sample Size and Sampling Technique

The study population comprised 450 employees and managers. The minimum sample was determined with Yamane's (1967) finite-population formula at a 5% margin of error: $n = N/[1 + N(e^2)]$. Substituting $N = 450$ and $e = .05$ produced approximately 212 respondents. The target was increased to 220 to provide a modest allowance for non-response, and 220 valid responses were ultimately analysed. Stratified random sampling was used to ensure representation of relevant job categories, including non-supervisory production employees, team leaders and supervisors, and managerial or HR personnel. Stratification was appropriate because HRM experiences and responsibilities vary across organisational levels (Cochran, 1977).

Instrument and Data Collection

Primary data were collected with a structured questionnaire. Section A obtained demographic and occupational information, while the substantive sections measured recruitment and selection, training and development, performance-based reward systems, employee involvement and participation, and organisational performance. Items were rated on a five-point Likert scale ranging from 1 = Strongly Disagree to 5 = Strongly Agree. The organisational performance scale captured employee productivity, product quality, timely delivery, reduced defects and efficient use of raw materials. Participation was voluntary, respondents were informed of the academic purpose of the study, confidentiality was maintained, and organisational permission was obtained before administration.

Validity and Reliability

Content validity was established through review of the questionnaire items against the study objectives and the literature, with input from academic and HRM experts. Construct alignment was also considered by ensuring that each item reflected the operational definition of its intended variable. Reliability was assessed using internal consistency procedures, with Cronbach's alpha values of .70 or higher regarded as acceptable for research purposes (Nunnally & Bernstein, 1994). Standardised administration procedures were used to minimise procedural variation. A small pilot test also supported refinement of ambiguous items before the main survey.

Techniques for Data Analysis and Model Specification

Data were analysed using descriptive statistics, Pearson Product Moment Correlation and multiple regression. Descriptive statistics summarised the central tendency and dispersion of the

study variables, while correlation assessed bivariate associations. Multiple regression estimated the separate and joint effects of the four HRM practices on organisational performance. Statistical decisions were made at the 5% significance level. The regression model was specified as: $OP = \beta_0 + \beta_1RSP + \beta_2TDP + \beta_3PRS + \beta_4EIP + \epsilon$, where OP represents organisational performance, RSP recruitment and selection practices, TDP training and development programmes, PRS performance-based reward systems, EIP employee involvement and participation, and ϵ the error term. Standard diagnostics were considered in interpreting the model, including the Durbin-Watson statistic and the explanatory power of R^2 (Field, 2018; Hair et al., 2019).

4.0 Result and Discussion

The analysis was based on 220 valid responses. Descriptive statistics were first used to summarise the study variables, after which multiple regression was used to test the four hypotheses and determine the relative contribution of each HRM practice to organisational performance.

Descriptive Statistics

Table 1. Descriptive Statistics of the Study Variables

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Recruitment and Selection Practices (RSP)	220	1.00	4.75	2.943	0.651
Training and Development Programmes (TDP)	220	1.62	4.77	3.237	0.673
Performance-Based Reward Systems (PRS)	220	1.00	4.69	2.778	0.710
Employee Involvement and Participation (EIP)	220	1.00	4.34	2.861	0.640
Organisational Performance (OP)	220	2.75	5.00	4.334	0.553
Job Satisfaction (JS)	220	2.06	5.00	4.018	0.591

Training and development recorded the highest mean among the HRM practices ($M = 3.237$, $SD = 0.673$), suggesting that employees evaluated training more favourably than the other practices. Recruitment and selection followed ($M = 2.943$), while performance-based rewards recorded the lowest mean ($M = 2.778$). Employee involvement also remained below the midpoint of strong agreement ($M = 2.861$). In contrast, organisational performance recorded a high mean of 4.334, indicating generally favourable perceptions of productivity, quality and operational outcomes. The pattern suggests that Coleman achieved strong reported performance even though employees perceived room for improvement in reward and participation practices.

Multiple Regression Results

Table 2. Model Summary

Indicator	Value
R	0.747
R ²	0.558
Adjusted R ²	0.550
Standard Error of the Estimate	0.371
F-statistic	67.849
F p-value	< .001
Durbin-Watson	1.893

The model produced $R = .747$ and $R^2 = .558$, showing that recruitment and selection, training and development, performance-based rewards, and employee involvement jointly explained 55.8% of the variance in organisational performance. The adjusted R^2 of .550 indicates that explanatory power remained substantial after adjustment for the number of predictors. The overall model was statistically significant, $F(4, 215) = 67.849$, $p < .001$, while the Durbin-Watson value of 1.893 did not suggest a serious first-order autocorrelation problem.

Table 3. Regression Coefficients and Hypothesis Decisions

Variable	B	SE	β	t	p	Decision
Constant	1.871	0.154	—	12.157	< .001	—
RSP	0.216	0.046	0.254	4.683	< .001	Reject H01
TDP	0.314	0.044	0.382	7.220	< .001	Reject H02
PRS	0.180	0.040	0.231	4.510	< .001	Reject H03
EIP	0.109	0.045	0.126	2.397	.017	Reject H04

All four HRM practices had positive and statistically significant coefficients. Training and development was the strongest predictor of organisational performance ($\beta = .382$, $p < .001$), followed by recruitment and selection ($\beta = .254$, $p < .001$), performance-based rewards ($\beta = .231$, $p < .001$), and employee involvement and participation ($\beta = .126$, $p = .017$). The four null hypotheses were therefore rejected at the 5% significance level. The results indicate that organisational performance improved as employees reported stronger HRM practices, with ability-enhancing practices making the largest contribution in the model.

Discussion of Findings

The significant positive effect of recruitment and selection supports the first objective and is consistent with Oginni et al. (2023) and Harrison et al. (2025), who found that structured recruitment and objective selection contribute to stronger organisational outcomes. The result also supports the RBV because the quality of recruitment determines the human capital entering the organisation. In wire and cable manufacturing, the cost of poor selection can be particularly high

where inadequate technical competence contributes to machine error, quality defects or safety incidents. The finding therefore implies that recruitment should remain competency-based, transparent and aligned with clearly specified production requirements.

Training and development produced the largest standardised coefficient, indicating that it was the most influential HRM practice in the model. This result agrees with Taiwo et al. (2021) and Ekundayo (2023), who reported positive effects of training on productivity and organisational performance. The finding strongly supports the ability component of the AMO model. Wire and cable production requires knowledge of materials, machine settings, quality specifications and safe work procedures, all of which can deteriorate if employee skills are not continuously updated. The practical implication is that technical training should be viewed as a performance investment rather than merely an employee benefit.

Performance-based rewards also had a significant positive effect. This finding is consistent with Agba et al. (2021) and Adebisi and Olayemi (2024), who found that performance-linked incentives can improve employee effort and organisational outcomes. The result is explained by both the motivation component of the AMO model and Social Exchange Theory. Employees are more likely to sustain effort when they perceive a credible, fair relationship between performance and reward. However, the relatively low descriptive mean for reward systems suggests that the positive effect coexists with employee concerns about implementation. This implies that Coleman should improve transparency, appraisal accuracy and consistency in reward allocation.

Employee involvement and participation was statistically significant but had the smallest standardised coefficient. The direction is consistent with Babalola et al. (2020) and Imadonmwiyi et al. (2025), who found that employee participation contributes to commitment and performance. The smaller effect may reflect the fact that participation is valuable only when employees possess meaningful influence and management acts on their input. Social Exchange Theory further suggests that employees reciprocate when their knowledge is respected. In a manufacturing environment, participation should therefore focus on practical mechanisms such as quality circles, shift meetings, safety discussions and structured suggestion systems rather than symbolic consultation.

Taken together, the model explains more than half of the observed variance in organisational performance, indicating that HRM practices are important determinants of performance at Coleman. At the same time, the unexplained 44.2% confirms that HRM is not the only influence. Technology, energy reliability, raw material quality, market demand, maintenance systems and

broader operating conditions may also shape outcomes. The findings therefore support an integrated view: HRM provides a significant organisational capability, but its benefits are realised within a wider production and business system.

5.0 Conclusion and Recommendations

Conclusion

The study concludes that human resource management practices have a significant positive effect on organisational performance at Coleman Wire and Cable Industry. Recruitment and selection, training and development, performance-based rewards, and employee involvement all contributed significantly to performance, while the four practices jointly explained 55.8% of the variance in the dependent variable. Training and development was the strongest predictor, followed by recruitment and selection, performance-based rewards, and employee involvement. The results therefore support the AMO proposition that ability-, motivation- and opportunity-enhancing practices collectively strengthen performance, while the RBV and Social Exchange Theory help explain the strategic and relational processes through which those effects occur.

The study further concludes that the technically demanding nature of wire and cable production gives particular importance to ability-enhancing HRM practices. Recruiting employees with appropriate competencies and continuously improving those competencies through relevant training directly support quality, productivity and operational reliability. Nevertheless, reward fairness and meaningful employee voice remain necessary because technically capable employees require motivation and opportunities to contribute. HRM should consequently be managed as an integrated performance system rather than as separate administrative activities.

Recommendations

1. Management should strengthen competency-based recruitment and selection by using clear job specifications, structured interviews and practical work-sample assessments for technical positions. Selection decisions should be documented and consistently tied to the skills, safety requirements and behavioural competencies of each role.
2. Coleman should institutionalise continuous technical training based on periodic needs assessment. Training priorities should include machine operation, quality control, safety, preventive maintenance and problem-solving, while supervisors should actively support transfer of learning to the workplace.
3. The performance appraisal and reward system should be made more transparent and evidence-based. Production and managerial performance indicators should be clearly communicated,

measurable and linked to timely financial and non-financial recognition so that employees perceive the reward process as fair.

4. Employee involvement should be deepened through regular shift and departmental meetings, quality circles, structured suggestion channels and feedback on submitted ideas. Management should visibly respond to practical employee recommendations so that participation is experienced as genuine rather than symbolic.

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Appendix: Research Questionnaire

Scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree.

Section B: Recruitment and Selection Practices

No.	Statement	Response
B1	The recruitment process for my position was fair and transparent.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
B2	The job requirements were clearly communicated during the hiring process.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
B3	My skills and qualifications matched the requirements of the job I was hired for.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
B4	The selection process effectively assessed my ability to perform the job.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
B5	The company fills vacant positions within a reasonable timeframe.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Section C: Training and Development Programmes

No.	Statement	Response
C1	I receive regular training to improve my technical skills for cable manufacturing.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
C2	The training content is relevant to my actual job responsibilities.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
C3	Training sessions are delivered by qualified instructors who understand cable production.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
C4	I have opportunities to practise new skills learned during training on the job.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
C5	My supervisor encourages me to apply what I learned in training.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Section D: Performance-Based Reward Systems

No.	Statement	Response
D1	There is a clear link between my work performance and the rewards I receive.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
D2	Rewards such as bonuses and pay raises are distributed fairly among employees.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
D3	High-performing employees are recognised and rewarded promptly.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

No.	Statement	Response
D4	The performance appraisal system accurately reflects my contribution to production.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
D5	The rewards offered by Coleman motivate me to work harder.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Section E: Employee Involvement and Participation

No.	Statement	Response
E1	I am regularly consulted about decisions that affect my work.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
E2	Team meetings are held frequently to discuss production issues and improvements.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
E3	My suggestions for improving work processes are taken seriously by management.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
E4	I have opportunities to participate in solving quality-related problems.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
E5	Management provides feedback on whether my suggestions are implemented.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Section F: Organisational Performance

No.	Statement	Response
C1	I receive regular training to improve my technical skills for cable manufacturing.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
C2	The training content is relevant to my actual job responsibilities.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
C3	Training sessions are delivered by qualified instructors who understand cable production.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
C4	I have opportunities to practise new skills learned during training on the job.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
C5	My supervisor encourages me to apply what I learned in training.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5