

Relationship Between Resource Management and Organizational Performance of Selected Manufacturing Industries in South West Nigeria

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ABSTRACT

*The need for adopting resource management became germane because of challenges such as poor capacity planning and utilization, inadequate skilled resources which impede organizational performance. This study therefore examined the relationship between resource management on organizational performance of selected Manufacturing industries in south west Nigeria. The specific objectives are to assess the relationship between material resource and organizational performance and to analyze the relationship between human resource and organizational performance. Ex-post facto research design was used for the study. The population consists of employees in 22 manufacturing industries listed in Nigerian Exchange Group between 2011-2020 dealing in Food and Beverages, Breweries, Health care/Pharmaceutical and Conglomerates. The sample size comprises eight manufacturing industries with 750 employees selected using stratified sampling technique. Data was drawn from primary source while descriptive statistics was used to explain the respondents' characteristics and inferential statistics was used to analyze data collected. There is a significant positive relationship between material resources and organizational performance ($R = 0.452^{**}$, $N = 750$, $p < 0.01$). Also it was found that there is significant positive relationship between human resources and organizational performance ($R = 0.432^{**}$, $N = 750$, $p < 0.01$). It was concluded that material resources and human resource increase organizational performance. Finally, it was shown that resource management is crucial for achieving organizational performance. Based on these findings it is recommended that management should put in place resource management policies that utilize inventory control, systems information gathering, that enhance product quality and improve performance.*

Keywords: *Material resource, human resource, organizational performance, manufacturing industries*

INTRODUCTION

Crucial to organizational performance is the management of resources used in the manufacturing industries to avoid resource wastage, reduce production costs, to improve production quantity and quality and to have competitive advantage among rival organizations. Management of resources also helps to reduce cost, expand market shares through profit maximization and improve performance. Resources are tangible and intangible assets firms use to choose and implement their strategy which is also vital to growth and development. Resources can be “tangible assets which are physical and measurable assets used in the organizations such as property, raw materials, plant, technology and equipment while intangible assets are assets that are not physical in nature such as brand recognition, patents, trademarks, copyrights and intellectual properties” (Rose, Abdullah, & Ismad, 2010, Talaja, 2012). However it has been observed by general opinion over the years that management of resources have not been given serious consideration in most manufacturing industries, hence performance is affected.

Panchal, (2021) defines Resource Management as “the process of managing, regulating controlling and allocating the right resources to business projects to maximize efficiency .and avoid wastage”. Resources that can be managed in organizations for performance include “human, capital, machinery, raw materials, technology, space, knowledge, facilities and others which can be obtained internally or externally which involves planning, acquiring, deploying, scheduling, forecasting, allocating, utilization and control to improve profitability and performance.” The benefit of Resource management according to Pearce and Robison, (2012) include helping organizations to optimize people and provide insight into their workload, project time requirement and skills needed appropriately prevent over allocation of resources and wastage, allows for transparency and track efficiency which impact on organizational performance”. This shows that there is a nexus between resource management and organizational performance. Also Coursera (2022) observe that resource management provides support to businesses by seeing to “the efficient use of staff, finances, technology and physical space and identifies problems before they occur and sees to smother relationship between teams and departments and increased agility to meet unexpected changes”. From this background it is evident that resources and resource management are vital to product, performance, productivity, growth, development and profitability of organizations. It is therefore necessary to emphasize that without resources and resource management, stability of the organization will suffer and performance will be affected. Resource management variables examined in this study are material resource and human resource while organizational performance variables are Growth of Sales, Employee’s Job Satisfaction and Employee’s Productivity.

Statement of the Problem

Managing resources in manufacturing industries in Nigeria is faced with serious challenges due to inefficient application of resource management practices such as poor capacity planning, inadequate skilled resources, poor utilization of resources leading to wastage and low performance in organizations. To stem this tide, many industries have adopted Resource Management practices such as Material Resource and Human Resource Management to improve performance. Studies on Resource Management on organizational performance have showed inconsistent and conflicting findings (Otulia et al 2017, Oyebamiji

,2018 and Ongeti & Machuki 2017) while very negligible numbers of scholars if any have carried out investigation on Resource management on organizational performance in the four sub sectors of this study in manufacturing industries especially in South-West, Nigeria hence the gap that this study wants to fill.

Research Questions

- i. What is the relationship between material resources and organizational performance in the manufacturing industry?
- ii. What is the relationship between human resources and organizational performance in the manufacturing industry?

Objectives of the Study

Specific objectives of the study include to:

- i. assess the relationship between material resource and organizational performance in the manufacturing industry;
- ii. analyze the relationship between human resource and organizational performance in the manufacturing industry;

Research Hypotheses

The following research hypotheses set in null form are tested in this study:

H₀₁: There is no significant relationship between material resources and organizational performance in the manufacturing industry.

H₀₂: There is no significant relationship between human resources and organizational performance in the manufacturing industry.

2. Literature Review

Concept of Resource Management

Resource management according to Mansinghka and Negi, (2021) is “the process of utilizing various types of business resources efficiently and effectively which include human resources, assets, facilities, equipment and machine among others. Bird, (2018) defines resource management as “acquiring, allocating and managing the resources such as individuals, their skills, knowledge, space, finances, technology, materials, machinery and natural resources required for a project. Kayser (2016) defines it as “the acquisition and deployment of internal and external resources required to deliver project, programmes or portfolio.

Concept of Material Resource

Material resources are “materials found in nature that have value and are used for production purposes in organizations which are sometimes called raw materials processed to obtain desired finished products in industries”. Material management on the other hand is defined by Okoro, (2019) as the process of planning, organizing, directing and controlling the flow of materials within an organization. While Oyebanji, (2018) describes materials management as a process that “coordinate, plans, assess, source, purchase, transport, store, control materials, minimize wastage and optimize profitability by reducing cost of material.

Concept of Human Resource

Nabi, Ahmed, and Rahman (2017) define human resource as “the process of acquiring, training and compensating employees and training in labour relations, health, safety and fairness concept”. Quansah, (2013) describe human resource as “dealing with the human element in the enterprise which include recruitment, selection, training and development, compensation, retention, utilization of services, appraisal, promotion, termination, retirement, transfers, work assignment, supervision, motivation and employment”. Armstrong, (2009) defines human resource as “a strategic and coherent approach to the management of an organization’s most valued assets- the people who individually and collectively contribute to the achievement of its objectives”.

Concept of Organizational Performance

Performance is a very complex concept but vital to organization and a lot of attention has been paid to how it is assessed. Organizational performance is one of the most relevant construct in the field of strategic management that is commonly used as the dependent variable in research works. Organizational performance enables organizations to discover opportunities for improvement, highlight areas of strengths and weakness, determine areas of priority, and identify problems and performance to ascertain performance against goals, objectives and vision. Similarly it also enables organizations to determine their reliability level at various stages of implementation in relation to goals, objectives and vision Suliamon *et al.*, (2015).

Gitua, Adebayo, and Kibuine (2020) define organizational performance “as an indicator which measures how well an organization undertaking business accomplishes its objectives and goals”. Otualia, Mbeche, Wainaina & Njihia (2017) however see organizational performance output is in terms of customer satisfaction, employee satisfaction, economic sustainability, social or environmental responsibility and public information which are identified with efficiency and effectiveness.

Theoretical Framework

The study is anchored on Human Resource Based Theory and Resource Dependence Theory.

Human Resource Based Theory

The theory was developed by Paauwe (1998) who emphasized “the importance of the human element in strategy development and highlight the motivation, politics and cultures of organizations and desires of individual. It also emphasized that the source of firm’s competitive advantage lies in its highly skilled and efficient workforce who is not easily copied by competitors”. The human resource-based theory of the firm’s competitive advantage provides the underlying theoretical foundation of ensuring relationship amidst strategic management theories strategic human resource management and the linkage with firm competitive advantage Lynch (2006).

Resource Dependence Theory

Resource dependence theory focuses on how external resources of organizations affect the behaviour of the organizations. The theory is based on the principle that organizations engage in transactions with others in its environment in order to acquire

resources. It is based on social exchange theory propounded by Emerson, (1962). The theory was expanded to imply that "organizations rely on others in their environment for resources to sustain their long-term existence." The resource dependency theory is one of the most well-known ideas in the area of strategic management and organizational theory. According to resource dependency theory, "companies must rely on other organizations to get strategically important resources. As a result, corporations formalize or semi-formalize their interactions with other organizations in order to decrease uncertainty and reliance on other groups, such as suppliers" (Singh *et al.*, 2011).

Empirical Review

Relationship between Resource Management and Organizational Performance

Otulia, Mbeche, Wainaina & Njihia (2017) investigated the influence of organizational resources on performance of 282 ISO certified organizations in Kenya. Primary data and secondary data were collected through the use of questionnaire and financial statements of twenty seven (27) ISO certified organizations. Data was analyzed using descriptive statistics and regression analysis. Findings revealed that abundant organizational resources reduce performance.

Ngui and Maina, (2019) also examined organizational resource strategy implementation on Non- profit organizations using Kenya medical research institute, Kenya as a case study. The research employed a descriptive survey research design with a study population of sixty (60) management staff of KWTRP. Primary data was collected with use of self- administered semi – structured questionnaire while data was analyzed done by using descriptive statistics such as frequency counts, percentages, mean scores and standard deviation with the aid of SPSS and presented through tables, charts, graphs, frequencies and percentages. The study established that human resources, financial resources and technology competence have positive significant influence on the implementation of strategy at KWTRP. Ongeti and Machuki, (2017), examined the influence of organizational resources on the performance of Kenyan State corporation using sectional descriptive survey while data on resources and were obtained from 63 Kenyan state corporations. Data was analyzed using descriptive and inferential statistics. Findings revealed that a statistically significant relationship between aggregated organizational resources and performance. Also result indicated statistically significant effect of tangible human and intangible resources on performance while there was no significant effect of organizational capabilities on performance. They concluded that the study provide partial empirical support for Resource based theory which supports postulations that resources possessed by an organization influences performance.

Gitahi and K'obonyo, (2018) also examined the relationship between organizational resources and firm performance of companies listed on the Nairobi securities exchange. The population comprised sixty two (62) companies listed on Nairobi securities exchange. A structured Likert questionnaire anchored on a five- point scale was used to collect the primary data. Regression analysis was used in testing the hypothesis. The results revealed that organizational resources significantly affect firm performance. Bolaji, (2016) however examined resource input and management of pure water sachet production on profitability using statistical process control to measure quality of products used while profitability of the

production resources used were analyzed using gross or net operating profit to net revenue ratio on return on capital respectively. Findings revealed that there was significant relationship between quality and profitability in sachet water production. Whitford (2012) also investigated the differential impacts of organizational resources on administrative, human, financial, political and reputation resources on Federal agencies in the US on a core measure of federal agency effectiveness through the resource based view. Data was collected from fiscal year 2003-2007 but with unevenly distributed sample size and unbalanced panel data. Findings revealed that variety of resources show relatively different impacts on performance. Agency has positive significant influence on agency effectiveness such as administrative structure, personnel, finance and political reputation while others have negative insignificant relationship with agency performance. The study provides strategic knowledge about how resources can enhance understanding of agency performance. It also shows that resources impact on organizational performance differently because some impact positively on performance while others impact on it negatively.

Effect of Material Resource on Organizational Performance

Skybinska and Gryniv, (2019) investigated the impact of material resource usage of an enterprise with regards to their efficiency. Analytical research of efficient use of materials was used to analyze data collected. Findings revealed rational management of resources reduce cost of products and production minimizes losses and sales costs impact on performance. Adamu, (2020) also examined the effect of material resource management on the performance of Benue Brewery Industry Nigeria, using survey research design with a population of 242 respondents and a sample of 151 using Structured questionnaire to collect the data which was analyzed using descriptive statistics and Multiple Regression Analysis. The result of the regression analyses showed that inventory control system and stock valuation have a positive and significant ($P < 0.05$) effect on organizational performance. Kisioya and Moronge, (2019) on the other hand examined the influence of material handling practices on performance of manufacturing firms in Nairobi Kenya using descriptive survey design with a target population of 355 large scale manufacturing firms in Nairobi country Kenya. Stratified random sampling was adopted to select the 188 sample size. Primary data was collected using Structured Likert questionnaires. Data was analyzed using both descriptive and inferential statistics. The analyzed data revealed that the four variables namely- material stock control, automation, material packaging and logistic planning and material handling practices indicators have positive impact on performance of the firm. This study also established that material handling practices affect performance in manufacturing firms in Nairobi.

Oyebamiji, (2018) also examined the effect of materials management on the performance of cement manufacturing industry. Purposive sampling technique was used to select staff members from purchasing/store/logistic department of the selected cement industry respectively; thirty (30) respondents were used as sample size for the study. The data collected was from Structured questionnaire and a personal interview and analyzed using Multiple Regression. Findings revealed that materials management dimensions jointly contribute significantly to firm performance. It further revealed that materials inventory, materials procurement and inter-departmental collaboration have an insignificant effect on firm performance, while only materials storage has a significant impact on firm performance.

The study concluded that materials management dimensions have effect on the performance of manufacturing sector but material inventory, procurement and inter-departmental collaboration does not have significant effect on performance.

Egwuatu, (2021) also investigated the effect of material management on organizational productivity in breweries industry in South-East. Descriptive survey research design was adopted and questionnaire was the instrument used to collect data for the study. Data was analyzed using Statistical Package for Social Sciences (SPSS) Version 21. Findings revealed that material control has a significant positive influence on organizational productivity in Nigeria Breweries Industries South-East Nigeria. This research confirmed that material control has influence on organizational productivity as confirmed by earlier research. Findings from the studies revealed that different material resource practices affect organizational performance and are inconclusive.

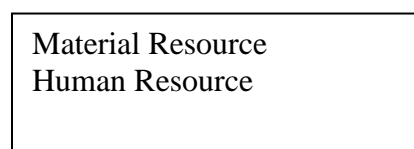
Effect of Human Resource on Organizational Performance

Njue and Kiru, (2018) investigated Human resource practices and performance in manufacturing companies in Nairobi, Kenya using descriptive research design involving 75 manufacturing firms in Nairobi city county outline in the manufacturing association of Kenya in 2006. Data for the study was collected through the use of questionnaire and analyzed with descriptive statistics and inferential statistics. Findings revealed that there is significant positive relationship between compensation, recruitment, training with performance in the companies. Similarly Ede and Ikechukwu, (2020) investigated the effect of human resource planning on organizational performance of selected hotels in Nigeria. The study used a cross sectional survey research with a self developed close-ended questionnaire to collect data from managers, supervisors and front desk officers working in 15 selected hotels operating in Ebonyi State Nigeria. Data was analyzed using descriptive and inferential statistic to analyze demographic characteristics and test hypotheses respectively. Finding revealed that human resource, planning, funding, competence; age and cultural background have positive significant effect on organizational performance. Owoseni, Ofoegbu, and Akanbi (2014) investigated the relationship between human resource management and organizational performance in some selected Manufacturing firms in Awe, Oyo Nigeria using survey research design while questionnaire was used to collect the data used for the study. Three 300 subjects were selected from two manufacturing firms and they were used for the study. Data collected was analyzed using Multiple Regression and Correlation analysis. Findings revealed that extensive training, selective staffing, empowerment appraisal, performance relationship and team-based work which were the four variables used in measuring strategic human resource management had positive significant relationship with organizational performance. However, the study found that extensive training and performance-based pay did not independently predict organizational performance. Byremo, (2015) also investigated the effect of the human resource on performance in organization and found that human resource management is a source of competitive advantage influence organizational results and performance positively. This study also established that human resource practices enhance performance. Findings revealed that different human resource practices affect organizational performance and are inconclusive.

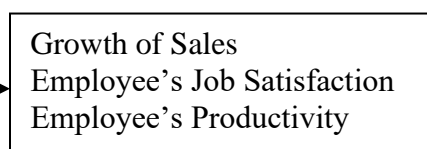
Conceptual Framework

The conceptual framework of Diversification on Organizational Performance is presented.

Independent Variables Resource Management



Dependent Variables Organizational Performance



Source: Author's Conceptual Framework (2023)

Methodology

Research Design

The study used Survey research design with the study population of 4699 employees of twenty- two (22) manufacturing industries in Southwest Nigeria dealing with foods and beverages, breweries, health and pharmaceutical and conglomerates. Stratified random sampling technique was applied in the selection of eight (8) manufacturing industries used in the study. The sample size of 750 was chosen according to 50% proportion of the original population size of the eight manufacturing industries. The manufacturing industries are Flour Mills Nig Plc, Dangote Sugar Refinery Plc, International Breweries, Nigeria Breweries Plc, Fidson Health Care, May and Baker Plcs, Unilever Nig Plc and UAC of Nig Plc.

Data Collection Instrument

The data was collected from Primary and Secondary sources. Primary data was collected from males and females belonging to 3 management levels in the industry through 10 item Structured Likert rating scale questionnaire of scale 7-1 material resource and 10 item Structured Likert rating scale 7-1 questionnaire on human resource on organizational performance. While a 9 item Structured Likert rating scale questionnaire on scale 6-1 was used to collect information on organizational performance. The instruments were validated and subjected to reliability test using Cronbach alpha which is a measure of internal consistency. Resource Management had .843, Material Resource had .737, Human Resource had .811 and organizational performance had .903. Secondary data was used to collect data on financial performance of the industries from their Annual reports and bulletins from 2011-2020.

Methods of Data Analysis

Demographic characteristics of the respondents were analyzed using descriptive statistics while the hypotheses were analyzed using Pearson Product Moment Correlation Analysis.

4. RESULTS AND DISCUSSION

Table 1: Demographic Characteristics of Respondents

Table 1.1 Sex of Respondents

		Sex			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	300	40	40	40
	Male	450	60	60	100.0
	Total	750	100	100.0	

Source: Field Survey, 2023

The sex of the respondents according to the information on the table shows that 400(60%) were males while 300 (40%) respondents were females.

Table 1.2: Age of Respondents

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18 – 25	150	20	20	20
	26 – 35	150	20	20	40
	36 – 45	247	32.9	32.9	72.9
	46 – 55	153	20.4	20.4	93.3
	56 and above	50	6.7	6.7	100.0
	Total	750	100.0	100.0	

Source: Field Survey, 2023

The age of the respondents shows that 150 (20%) respondents were between the ages of 18-25 years, 150 (20%) respondents were between the ages of 26-35 years, 247 (32.9%) respondents were between the ages of 36-45 years, while 153 (20.4%) respondents were between the ages of 46-55 years. 50(6.7 %) were in the age range of 56 and above.

Table 1.3: Marital Status of Respondent

		Marital Status			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Divorced	5	.7	.7	.7
	Married	518	69.1	69.1	69.8
	Separated	31	4.1	4.1	73.9
	Single	196	26.1	26.1	100.0
	Total	750	100.0	100.0	

Source: Field Survey, 2023

With respect to the marital status of the respondents, 5(.7%) are divorced, 518(69.1%) are married, 31(4.1%) are separated while 196 (26.1%) are single.

Table 1.4: Educational Background of Respondents

Educational Background					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Secondary	300	40%	40%	40%
	Tertiary	450	60%	60%	100.0
	Total	750	100.0	100.0	

Source: Field Survey, 2023

With respect to the educational background of the respondents, 300 representing 40% had secondary education while 450 representing 60% had university degrees. This shows that the respondents are knowledgeable about the importance of resource management on organizational performance.

Table 1.5: Management Level of Respondents

Cadre					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Lower Management	508	67.7	67.7	67.7
	Middle Management	200	26.7	26.7	94.4
	Top Management	42	5.6	5.6	100.0
	Total	750	100.0	100.0	

Source: Field Survey, 2023

The cadre of the respondents according to the information on the table shows that 508 (67.7%) respondents belong to the lower management level, 200 (26.7%) of the respondents belong to the middle management level while 42 (5.6%) respondents belong to the top management level.

Table 1.7: Years of Experience of the Respondents

Years of Experience					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-10	357	47.7	47.6	47.6
	11-20	296	39.5	39.5	87.1
	Above 20	97	12.9	12.9	100.0
	Total	750	100.0	100.0	

Source: Field Survey, 2023

This table shows that 357 (47.6%) of the respondents have spent between 0-10 years in their industries 296 (39.5%) respondents have spent between 11-20 years while 97 (12.9%) have spent above 20 years in their industries. This shows that the respondents are experienced.

Table 2: Distribution of Responses according to Material Resource Survey Items in the manufacturing industries

Items	SA (7) N(%)	A (6) N(%)	SWA (5) N(%)	N (4) N(%)	SW D (3) N(%))	D (2) N(%)	SD (1) N(%))	Mean	SD
Resource management policies are put in place to enhance capacity building, integration and productivity in this manufacturing industry.	248 (33.1)	202 (26.9)	17 (2.3)	18 (2.4)	14 (1.8)	231 (30.8)	20 (2.7)	4.84	2.209
Different types of material resources are allocated and utilized for production in this manufacturing industry,	255 (34.0)	461 (61.5)	17 (2.2)	14 (1.8)	-	3 (0.4)	-	6.26	.657
Technological device such as software is used to allocate material resources in this industry.	302 (40.3)	374 (49.9)	37 (4.9)	19 (2.5)	3 (0.4)	15 (2.0)	-	6.21	.931
Information gathering and control of material resources is employed to improve performance in this manufacturing industry.	296 (39.4)	377 (50.2)	59 (7.9)	12 (1.6)	3 (0.4)	3 (0.4)	-	6.26	.757
Regular monitoring and control of material resources is usually put in place for the achievement of goals in this industry.	314 (41.9)	376 (50.1)	41 (5.5)	12 (1.6)	-	7 (0.9)	-	6.30	.775
Inventory of material resources and stock taking is put in place to avoid wastage in the manufacturing.	319 (42.5)	367 (48.9)	41 (5.5)	15 (2.0)	2 (0.3)	3 (0.4)	3 (0.4)	6.29	.817
Effective material resource enhances are used to enhance product quality, sales and patronage in this industry.	279 (37.2)	394 (52.5)	65 (8.7)	9 (1.2)	3 (0.4)	-	-	6.25	.694
Effective management of	312	386	46	6	-	-	-	6.34	.629

resources reduces production cost and increase profitability.	(41.6)	(51.5)	(6.1)	(0.8)					
Material resource enhances over utilization in production.	298 (39.7)	330 (44.0)	41 (5.5)	20 (2.7)	7 (0.9)	51 (6.8)	3 (0.4)	5.97	1.35 4
Materials, machinery and equipment are provided for production to increase market share value of the industry.	317 (42.3)	382 (50.9)	3 6(4.8)	12 (1.6)	3 (0.4)	-	-	6.33	.680
Grand Mean and SD						6.10	5.76	6.10	.576

Source: Field Survey (2023)

Findings on the questionnaire item on material resource on the issue that resource management policies are put in place to enhance capacity building, integration and productivity in the manufacturing industry showed that 467 (62.3%) respondents agreed with the item on the questionnaire while 265 (35.4%) disagreed with this opinion. However 18 (2.4%) of the respondents were neutral. Also findings showed that 733 (97.7%) respondents agreed that different types of material resources are allocated and utilized for production in this manufacturing industry while 3 (0.4%) disagreed with this opinion. However 14 (1.8%) of the respondents were neutral on this issue. Likewise findings showed that 713 (95.1%) respondents agreed that technological device such as software is used to allocate material resources in this industry while 18 (2.4%) disagreed with this opinion. However 19 (2.5%) of the respondents were neutral on this issue. Also findings also showed that 732 (97.5%) respondents agreed that information gathering and control of material resources is employed to improve performance in this manufacturing industry while 6 (0.8%) disagreed with this opinion. However 12 (1.6%) of the respondents were neutral on this issue. Findings also showed that 731(97.5%) respondents agreed that regular monitoring and control of material resources is usually put in place for the achievement of goals in this industry while 7 (0.9%) disagreed with this opinion. However 12 (1.6%) of the respondents were neutral on this issue. Also findings on the questionnaire item showed that 727 (96.9%) respondents agreed that Inventory of material resources and stock taking is put in place to avoid wastage in the manufacturing while 8 (1.1%) disagreed with this opinion. However 15 (2%) of the respondents were neutral on this issue. Therefore majority assert that Inventory of material resources and stock taking is put in place to avoid wastage in the manufacturing industries. Also 738 (98.4%) respondents agreed that effective material resource enhances are used to enhance product quality, sales and patronage in this industry while 3(0.4%) disagreed with this opinion. However 9 (1.2%) of the respondents were neutral on this issue. Findings also showed that 744 (99.2%) respondents agreed that effective management of resources reduces production cost and increase profitability while no respondent disagreed with this opinion. However 6 (0.8%) of the respondents were neutral on this issue. Findings also showed that 669 (89.2%) respondents agreed that material resource enhances over utilization in production while 61 (8.1%) disagreed with this opinion. However 20 (2.7%) of the respondents were neutral on this issue. It was also found that 735 (98%) respondents agreed that materials, machinery and equipment are provided for production to increase market share value of the industry. while 3 (0.4%) disagreed with this opinion. However 12 (1.6%) of the respondents

were neutral on this issue. Decision Rule: strongly disagree = < 2.00; disagree = 2.00 – 2.49; somewhat disagree = 2.50 – 3.49; neutral = 3.50 – 4.49; Somewhat Agree= 4.50 – 5.49; agree = 5.50 – 6.49; strongly agree = > 6.50. Overall, the grand mean score for all material resource items was 6.10 with a standard deviation of .576. According to the provided decision rule, scores above 4.50 indicate agreement. Based on this rule, the findings suggest that respondents have a generally positive perception of material resource realizing that different types of material resources are allocated and utilized for production in the manufacturing industry. Also they agreed that Technological device such as software is used to allocate material resources in the industry. While Information gathering, control of material resources, regular monitoring and control of material resources is usually put in place for the achievement of goals in the industry among others and to avoid wastage.

Table 3: Distribution of Responses according to Human Resource Survey Items in the manufacturing industries.

Items	SA (7) N (%)	A (6) N (%)	SW A (5) N (%)	N (4) N (%)	SW D (3) N (%)	D (2) N (%)	SD (1) N (%)	Mean	SD
Key human resource issues are focused upon in this industry for improved performance.	446 (59.5)	282 (37.6)	19 (2.5)	-	-	3(0.4)	-	6.56	.615
Human resource sees to the corporate behaviour and discipline to enhance efficiency and effectiveness in this industry.	378 (50.4)	355 (47.3)	14 (1.9)	-	-	3(0.4)	-	6.47	.606
Training and re- training on the job promote human development and performance in this industry.	399 (53.2)	325 (43.3)	23 (3.1)	3 (0.4)	-	-	-	6.49	.582
Regular monitoring and appraisal of workers for promotion leads to organizational performance in this industry	396 (52.6)	326 (43.5)	16 (2.3)	9 (1.2)	3 (0.4)	-	-	6.47	.642
Retention factors and job security are put in place in this industry for effectiveness and efficiency.	315 (42.0)	355 (47.3)	36 (4.8)	3 (0.4)	12 (1.6)	26 (3.5)	3 (0.4)	6.16	1.12 2
Strategic decisions taken in this industry consider human and capital resources for performance.	331 (44.1)	377 (50.3)	26 (3.5)	3 (0.4)	6 (0.8)	7 (0.9)	-	6.34	.775

Proactive human resource policies are taken to enhance performance in this manufacturing industry.	306 (40.1)	396 (52.8)	32 (4.9)	5 (0.6)	6 (0.8)	5 (0.7)	-	6.30	.752
Compensation employees relate to employee turnover and performance in this manufacturing industry.	285(38)	382 (50.9)	40 (5.3)	13 (1.7)	7 (1.0)	23 (3.1)	-	6.14	1.03 0
Increase level of satisfaction and performance is not achieved in this manufacturing industry.	221 (29.4)	323 (43.2)	45 (6.0)	31 (4.1)	27 (3.6)	93 (12.4)	10 (1.3)	5.48	1.70 4
Information technology employed for recording keeping and tracking employee's activities is put in place in this manufacturing industry.	310 (42.0)	371 (49.6)	51 (6.1)	5 (0.7)	6 (0.8)	6 (0.8)	-	6.28	.795
Grand Mean and SD						6.27	.561	6.27	.561

Source: Field Survey (2023)

Results in Table 4.3.4 showed that 747 (99.6%) respondents agreed with the item on the questionnaire while 3 (0.4%) disagreed with this opinion. Also findings showed that 747 (99.6%) respondents agreed that human resource sees to the corporate behavior and discipline to enhance efficiency and effectiveness in this industry. While only 3 (0.4%) disagreed with this opinion. Likewise findings showed that 747 (99.6%) respondents agreed that training and re- training on the job promote human development and performance in the industry. However 3 (0.4%) of the respondents were neutral and none disagreed with the issue. Also findings also showed that 738 (98.4%) respondents agreed that regular monitoring and appraisal of workers for promotion leads to organizational performance in the industry while none disagreed but 9 (1.2%) were neutral on this issue. Also findings showed that 706(94.1%) respondents agreed that retention factors and job security are put in place in the industry for effectiveness and efficiency while 41(5.5%) disagreed with this opinion. However 3 (0.4%) of the respondents were neutral on this issue. Also on the questionnaire item on strategic decisions taken in the industry consider human and capital resources for performance findings revealed that 734(97.9) respondents agreed with this view while 13 (1.7%) disagreed with this opinion. However 3 (0.4%) of the respondents were neutral on this issue. Also 734 (97.8%) respondents agreed that proactive human resource policies are taken to enhance performance in the manufacturing industry while 11 (1.4%) disagreed with this opinion while 5(0.7%) were neutral. Findings also showed that 707 (94.2%) respondents agreed that Compensation employees relate to employee turnover and performance in the manufacturing industry while 30 (4.1%) disagreed with this opinion. However 13 (1.7%) of the respondents were neutral on this issue. It was also found that 589 (78.6%) respondents agreed that Increase level of satisfaction and performance is not achieved in the manufacturing industry while 130 (7.6%) disagreed with this opinion. However 31 (4.1%) of the respondents were neutral on this issue. Findings on information technology employed for recording keeping

and tracking employee's activities put in place in the manufacturing industry revealed that 732 (97.7%) respondents agreed with the view while 5 (0.7%) were neutral and 12(1.6%) disagreed with the view. Decision Rule: strongly disagree = < 2.00; disagree = 2.00 – 2.49; somewhat disagree = 2.50 – 3.49; neutral = 3.50 – 4.49; Somewhat Agree= 4.50 – 5.49; agree = 5.50 – 6.49; strongly agree = > 6.50. Overall, the grand mean score for all human resource items was 6.27 with a standard deviation of .561. According to the provided decision rule, scores above 4.50 indicate agreement. Based on this rule, the findings suggest that respondents have a generally positive perception of human resource as it focused on key human resource, sees to corporate behaviour and discipline, training and re-training, record keeping and compensation to employees among others.

Table 4: Distribution of Responses according to Organizational Performance Survey Items in the manufacturing industries.

Items	VL (1) N(%)	SWL (2) N(%)	L (3) N(%)	H (4) N(%)	SWH (5) N(%)	VH (6) N(%)	Mean	SD
What is the growth rate of your sales or revenue in your industry?	10(1.3)	12(1.6)	11(1.5)	370(49.3)	118(15.7)	229(30.6)	5.67	.877
How will you describe growth of sales on the financial strength of your industry?	2(0.3)	20(2.6)	18(2.4)	369(49.2)	154(20.8)	185(24.7)	5.60	.871
What will you say is the degree of Marketing activities employed in your industry to promote growth of sales?	5(0.7)	15(2.0)	30(4.0)	355(47.3)	145(19.3)	200(26.7)	5.57	.927
How will you rate provision of training opportunities and career growth for job satisfaction in your industries?	4(0.5)	25(3.3)	70(9.3)	330(44.0)	136(18.2)	185(24.7)	5.38	1.142
How will you rate provision of networking opportunities for job employee's satisfaction in your	5(0.7)	23(3.1)	66(8.8)	343(45.7)	120(16.0)	193(25.7)	5.42	1.129

industry?								
What would you say is the degree of motivation and benefit plans provided for employee's job satisfaction in your industry?	16(2.1)	22(2.9)	65(8.7)	329(43.9)	148(19.7)	170(22.7)	5.32	1.232
What would you say is the degree of productivity of employees in your industry?	9(1.2)	13(1.7)	19(2.6)	361(48.1)	150(20.0)	198(26.4)	5.59	.918
How will you rate provision of training and resources provided for employee's productivity in your industry?	6(0.8)	21(2.8)	71(9.5)	309(41.2)	140(18.6)	203(27.1)	5.38	1.140
What is the degree of provision of capital, plant and equipment for productivity in your industry?	4(0.5)	11(1.5)	36(4.8)	344(49.5)	111(14.8)	244(32.5)	5.62	.899
Grand Mean and SD							5.51	.768

Source: Field Survey (2023)

Table 4.3.5 showed that 10(1.3%) of the respondents respond very low to the question "What is the growth rate of your sales or revenue in your industry?" 12(1.6)% somewhat low, 11(1.5)% low, 370(49.3)% high, 118(15.7)% somewhat high while 229(30.6) % of them respond to very high. Concerning the question "How will you describe growth of sales on the financial strength of your industry?" the result showed that 2(0.3)% of the respondents respond very low, 20(2.6)% responds somewhat low, 18(2.4)% responds somewhat low, 369(49.2)% responds high, 154(20.8)% responds somewhat high while 185(24.7)% respond to very high. Regarding the question "What will you say is the degree of Marketing activities employed in your industry to promote growth of sales? The result showed that 5(0.7)% of the respondents responds very low, 30(4.0)% responds low, 15(2.0)% responds somewhat low, 355(47.3)% respond to high, 145(19.3)% responds somewhat high while 200(26.7)% responds very high. Concerning the question "How will you rate provision of training opportunities and career growth for job satisfaction in your industry?" the results showed that 4(0.5%) of the respondents responds very low, 70(9.3%) responds low, 25(3.3%) responds somewhat low, 330(44%) responds high,

136(18.2)% responds somewhat high while 185(24.7%) respond to very high. Concerning the question “How will you rate provision of networking opportunities for job employee’s satisfaction in your industry?” the results showed that 5(0.7%) of the respondents responds very low, 66(8.8%) responds low, 23(3.1%) responds somewhat low, 343(45.7%) responds high, 120(16.0%) responds somewhat high while 193(25.7%) respond to very high. Concerning the question “what would you say is the degree of motivation and benefit plans provided for employee’s job 16(2.1%) of the respondents responds very low, 65(8.7%) responds low, 22(2.9%) responds somewhat low, 329(43.9%) responds high, 148(19.7%) responds somewhat high while 170(22.7%) respond to very high. Concerning the question what would you say is the degree of productivity of employee’s in your industry?” the results showed that 9(1.2%) of the respondents responds very low, 19(2.6%) responds low, 13(1.7%) responds somewhat low, 361(48.1%) responds high, 150(20%) responds somewhat high while 198(26.4%) respond to very high. Concerning the question “How will you rate provision of training and resources provided for employee’s productivity in your industry?” the results showed that 6(0.8%) of the respondents responds very low 71(9.5%) responds low, 21(2.8%) responds somewhat low, 309(41.2%) responds high, 140(18.6%) responds somewhat high while 203(27.1%) respond to very high. Concerning the question “What is the degree of provision of capital, plant did equipment for productivity in your industry?”, the results showed that 4(0.5%) of the respondents responds very low, 36(4.8%) responds low, 11(1.5%) responds somewhat low, 344(45.9%) responds high, 111(14.8%) responds somewhat high while 244(32.5%) respond to very high.

Decision Rule: Very low = < 2.00; somewhat low = 2.00 – 2.49; Low = 2.50 – 3.49; High = 3.50 – 4.49; somewhat high = > 4.50; Very high > 5.50.

Overall, the grand mean score for all Organizational Performance items was 5.51 with a standard deviation of .768. According to the provided decision rule, scores above 3.50 indicate high performance. Based on this rule, the findings suggest that respondents have a generally positive perception of high level of organizational performance.

Test of Research Hypotheses

Research Hypothesis One

There is no significant relationship between material resources and organizational performance in the manufacturing industry.

Table 5: Correlation Analysis of Material Resources and Organizational Performance

Variables	Mean	Standard Deviation	N	R	P	Remark
Material resources	5.282993	1.4101327	750	.452**	.000	Significant
Organizational performance	5.505852	.7677962				

Source: Field Survey (2023)

The results of the correlation analysis examining relationship between material resources and organizational performance in the manufacturing industry were presented in Table 4.5.3. The findings reveal a significant positive correlation between material resources and organizational performance (R = 0.452**, N = 750, p < 0.01). This findings lead to the rejection of the null

hypothesis, which proposed no significant relationship between material resources and organizational performance, because the result suggests the presence of a meaningful relationship between these variables.

4.5.4 Research Hypothesis Two

There is no significant relationship between human resources and organizational performance in the manufacturing industry.

Table 6: Correlation Analysis of Human Resources and Organizational Performance

Variables	Mean	Standard Deviation	N	R	P	Remark
Human resources	6.268563	.5611776	750	.432**	.000	Significant
Organizational performance	5.505852	.7677962				

Source: Field Survey (2023)

The results of the correlation analysis examining relationship between human resources and organizational performance in the manufacturing industry were presented in Table 4.5.4. The findings reveal a significant positive correlation between human resources and organizational performance ($R = 0.432^{**}$, $N = 750$, $p < 0.01$). This findings lead to the rejection of the null hypothesis, which proposed no significant relationship between human resources and organizational performance, suggesting the presence of a meaningful relationship between the two variables.

Analysis of Secondary Data

The findings of the analysis of the secondary data as they relate to the financial analysis of the eight manufacturing industries complement and corroborate the opinions sampled from the analyses of the primary data. The study is presented in Table 7.

YEA R	FLOUR MILLS NIG PLC'S			YEA R	DANGOTE SUGAR REFINARIES PLC'S		
	Liquidit y	Profitabilit y	Turnover		Liquidit y	Profitabilit y	Turnove r
2011	3.43	0.198	399,003,636	2011	3.00	0.176	90,110,547
2012	3.31	0.177	293,693,932	2012	3.21	0.165	92,122,651
2013	2.90	0.179	398,576,979	2013	3.15	0.188	99,404,185
2014	4.54	0.188	393,090,490	2014	3.37	0.194	99,595,571
2015	3.10	0.196	383,054,515	2015	2.23	0.156	99,973,910

2016	3.90	0.188	373,090,048	2016	2.83	0.179	105,545,511
2017	4.04	0.189	387,277,582	2017	2.92	0.198	145,215,152
2018	3.93	0.185	354,781,677	2018	2.47	0.181	139,170,534
2019	3.77	0.155	447,007,160	2019	2.69	0.168	144,576,107
2020	3.93	0.184	354,224,949	2020	2.77	0.189	132,573,009

Source: Researcher's Compilation (Annual Report and Accounting 2011-2020)

YEAR	FIDSON HEALTH CARE			YEAR	MAY & BAKER			YEAR	INTERNATIONAL BREWERIES PLC'S		
	Liquidity	Profitability	Turnover		Liquidity	Profitability	Turnover		Liquidity	Profitability	Turnover
2011	3.98	0.102	137,553,234	2011	2.45	0.67	29,988,980	2011	4.003	0.171	116,014,719
2012	3.71	0.106	145,404,514	2012	2.462	0.67	34,343,909	2012	4.013	0.166	120,576,127
2013	3.96	0.104	149,174,516	2013	2.487	0.83	36,041,043	2013	4.106	0.155	122,112,661
2014	3.45	0.101	158,509,128	2014	2.623	0.71	30,345,048	2014	4.001	0.178	129,454,185
2015	3.75	0.107	167,609,237	2015	2.519	0.74	32,942,712	2015	4.051	0.144	130,215,552
2016	3.77	0.105	167,618,438	2016	2.403	0.34	34,147,025	2016	4.678	0.156	139,973,900
2017	3.83	0.107	168,099,354	2017	2.583	0.65	31,742,902	2017	4.087	0.190	134,581,071
2018	3.45	0.108	169,008,980	2018	2.941	0.45	38,347,103	2018	4.901	0.152	145,558,571
2019	1.231	0.252	152,627,000	2019	2.801	0.57	32,846,900	2019	4.107	0.141	149,120,534
2020	2.532	0.255	137,221,404	2020	2.711	0.89	37,992,442	2020	4.019	0.208	154,190,547

Source: Researcher's Compilation (Annual Report and Accounting 2011-2020)

YEA R	NIGERIA BREWERIES PLC'S			YEA R	UAC NIG PLC'S			YEA R	UNILEVER NIG PLC'S		
	<i>Liquidit y</i>	<i>Profitabilit y</i>	<i>Turnover</i>		<i>Liquidit y</i>	<i>Profitabilit y</i>	<i>Turnover</i>		<i>Liquidit y</i>	<i>Profitabilit y</i>	<i>Turnover</i>
2011	4.023	0.181	156,014,719	2011	3.37	0.521	55,000,331	2011	4.662	0.179	60,614,761
2012	4.023	0.186	150,576,127	2012	3.15	0.879	70,613,721	2012	4.034	0.171	65,887,984
2013	4.126	0.185	152,112,661	2013	3.05	0.456	73,546,097	2013	4.355	0.188	67,995,035
2014	4.021	0.188	159,454,185	2014	4.43	0.888	80,330,040	2014	4.648	0.195	64,134,609
2015	4.061	0.184	160,215,552	2015	3.03	0.729	85,514,451	2015	4.211	0.197	67,919,310
2016	4.698	0.186	169,973,900	2016	3.05	0.622	82,920,808	2016	5.931	0.198	65,494,687
2017	4.087	0.180	164,581,071	2017	5.42	0.429	88,347,421	2017	5.081	0.198	65,239,297
2018	4.991	0.182	175,558,571	2018	3.36	0.482	90,834,781	2018	5.203	0.196	73,800,733
2019	4.007	0.151	159,120,534	2019	3.75	0.369	95,687,821	2019	5.798	0.195	72,667,910
2020	5.019	0.178	194,190,547	2020	4.33	0.390	98,970,490	2020	4.117	0.179	75,887,984

Source: Researcher's Compilation (Annual Report and Accounting 2011-2020)

Discussion of Findings

Material Resources and Organizational Performance

Hypothesis one was tested to achieve objective one and answer research question one which was set to assess the relationship between material resource and organizational performance in the manufacturing industry. The findings revealed a significant positive correlation between material resources and organizational performance ($R = 0.452^{**}$, $N = 750$, $p < 0.01$). This indicates that as the level of material resources increases within industry, there is a corresponding increase in organizational performance. The implication of the positive significant relationship between material resource and organizational performance is seen through material allocation and utilization, information gathering, inventory control; provision of machinery and equipment which enable effective management of material resource to have significant relationship with organizational performance. This is made possible as it maximizes firm's resources thus leading to cost reduction which increase profitability and performance. Therefore, it can be concluded that there is a significant relationship between material resources and organizational performance in the manufacturing industry. The discovery is in line with the result of previous studies like Skybinska & Gryniv, (2019), Kisioya & Moronge, (2019), Adamu (2020).

Human Resources and Organizational Performance

The second hypothesis was tested to achieve objective two and answer research question two which was set to analyze the relationship between human resource and organizational performance in the manufacturing industry. The findings reveal a significant positive $n p < 0.01$). This indicates that as the level of human resources increases within industry, there is a corresponding increase in organizational performance. The implication of the positive significant relationship between human resource and organizational performance is seen through its planning, recruitment, policy, training and re-training policies, proactive human resource policies, compensation employees and information technology which impacts positively on organizational performance. Therefore, it can be concluded that there is it is a strategy that can be adopted and implemented for improved performance in manufacturing industries. The discovery is in line with the result of Owoseni, Ofoegbu and Akanbi (2014), Byremo (2015) Njue & Kiru (2018), Ede & Ikechukwu (2020).

5. Conclusions

Based on the findings it was concluded that material resource have relationship with organizational performance as it encourages regular monitoring, control, inventory of resources and effective management of resources and avoids wastage. It also provides machinery and equipment, for product quality, sales and patronage which affect organizational performance.

Similarly it was concluded that human resource has relationship with organizational performance as it encourages training and re-training, regular monitoring and appraisal of employees for performance with proactive to human resource policies which enhances employee compensation, increase level of satisfaction, job security, employee turnover, effectiveness and efficiency which impact on organizational performance.

Recommendations

- i. Management of manufacturing industry should ensure that material resource practices that sees to effective and efficient allocation, utilization and control of resources be put in place to enhance product quality, sales and patronage for organizational performance.
- ii. Manufacturing industries should also prioritize key human resource issues that designs and implements comprehensive training and development programs, establish formal mentoring programs that pair experienced employees with less experienced ones, as well as establish mechanisms to continuously monitor and evaluate the effect of human resources on organizational performance.

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