

High Performance Culture and Organizational Success of Nigeria Arm Forces

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Abstract: *The relationship between high performance culture and organizational success in Nigerian arm forces was investigated in this study. The survey design was used in this study, and a total of 638 Nigerian arm forces members were surveyed. The study's sample size was gathered from a total of 242 people. 242 members of the armed services were given copies of the questionnaires. The method used was a basic random sampling procedure. To determine the association between high performance culture and organizational success, the data was analysed using Pearson Product Moment Correlation. According to the findings, the aspects of high-performance culture (leadership, core capability, reward system, and performance management) have a substantial and favourable association with the success of the Nigerian armies. The research stated that a high-performance culture is an unquestionable requirement for the Nigerian army's success. Since a result, the research advised, among other things, that personnel's core capability be increased via comprehensive training, as this will aid in the arm forces' success.*

Keywords: *Core Capability, High Performance Culture, Leadership, Performance Management, Reward System*

1.0 Introduction

Generally, owing to the organization's daring need to stay agile, the quest of boosting organizational success is becoming more important than ever. Any firm's success (profit or non-profit) is critical to the organization's existence and performance. The traits and dynamic feature of leaders in the workplace, on the other hand, have an extraordinary influence on the organization's success (Hentschel, Muehlheusser & Sliwka, 2014). Because of the fast-paced nature of the world, most businesses are constantly looking for new methods to improve performance. According to Adokiye, Alayah, and Onuoha (2017), organizations do not become successful and stay successful by following old methods of doing things, but rather by having leaders with necessary attributes to increase the firm's success. Organizational success, according to Caplow (1964) is a company ability to be productive, versatile, adaptable, and capable of achieving its objectives. Furthermore, Etzioni (1964) claimed that organizational success is determined by how well a company achieves its objectives. It is important to highlight that no company can attain maximum success without a high degree of employee participation.

In this period of high unrest in Nigeria, the success of the Nigerian armed forces is important. As a result, it is critical to ensure that suitable procedures are put in place to help the armies succeed. Most sophisticated countries have long incorporated high-performance culture talent into their armies in order to combat any type of violence, untold societal vices, and restiveness, and to

maintain peace and harmony in their countries. A high-performance culture is an organizational culture that achieves results that are far preferable or better than those of its competitors over time by adapting to change, establishing an integrated and aligned management structure, and continuously improving the firm's employees and core capabilities (Wall, 2007). According to Hemerling and Kilmann (2013), a high-performance culture in an organization (of any size or industry) has two distinct characteristics: a set of positive behaviours manifested in high employee engagement, and a set of specific behaviours that agree or align with the organization's strategy. They went on to say that high performance culture has been identified by business executives as a significant success predictor.

Organizational success, according to Hadrawi (2018), necessitates effective leadership that can predict events essential for organizational success and so assure the achievement of the organization's goals. The many components of high-performance culture described by Heerden (2007) include vision and strategy, leadership, core capability, reward system, performance management, policies and procedures, and stakeholder satisfaction.

Several empirical studies have been conducted in recent years to improve organizational success. Hentschel, Muehlheusser, and Sliwka (2014) investigated how managers contribute to the success of organizations. Abbett, Coldham, and Whisnant (2010) investigated the link between business sustainability programs and organizational culture. They discovered that corporate culture is critical to an organization's success. According to Adekiye, Alagah, and Onuoha (2017), entrepreneurial attitude is strongly linked to organizational success. Despite several empirical studies on how to improve organizational success, a survey of diverse literatures revealed that there is a paucity of empirical studies on how to improve the success of the Nigerian arm force. Again, there is a paucity of empirical research on the relationship between high-performance culture and organizational success. This investigation was inspired by the gap that was discovered. As a result, the link between high performance culture and Nigerian arm forces' organizational success is investigated in this study.

Statement of the Problem

In most parts of Nigeria, there has been a high prevalence of instability and violence in recent years. This unfavourable situation has had a severe impact on Nigeria's economy and reputation in the international community. Despite the Nigerian government's massive expenditure in firearms, little success has been made, and the incidence of attacks and societal vices continues to rise on a daily basis. Furthermore, as a consequence of the Nigerian arm forces' incapacity to arrest and put an end to the high incidence of unrest, most international corporations are progressively removing their investments from the country. Nigeria's terrible scenario has rendered the nation unappealing to potential investors as a result of instability and inefficiency within the country's armies. Furthermore, the Nigerian army's lack of organizational success has reflected itself in its failure to deploy high-level intelligence to restore peace in the country.

Despite many mechanisms that have been put in place in recent years to improve the Nigerian arm force's performance, the problem of low performance persists. The presence of a high-performance culture in developed-nation armies has improved their performance and success record over time. As a result, it is expected that a high-performance culture will aid the Nigerian

army's success. This research looks at how the Nigerian armies' success is linked to their high performance culture in terms of leadership, core competences, reward, and performance management.

Objectives of the study

The specific objectives of the study are to examine the relationship between:

1. Leadership and organizational success of Nigeria arm forces
2. Core capability and organizational success of Nigeria arm forces
3. Reward system and organizational success of Nigeria arm forces
4. Performance management and organizational success of Nigeria arm forces

Research Questions

The following research questions served as a guide in this study; What is the relationship between;

1. Leadership and organizational success of Nigeria arm forces?
2. Core capability and organizational success of Nigeria arm forces?
3. Reward system and organizational success of Nigeria arm forces?
4. Performance management and organizational success of Nigeria arm forces?

Research Hypotheses

H0₁: There is no significant relationship between leadership and organizational success of Nigeria arm forces

H0₂: There is no significant relationship between core capability and organizational success of Nigeria arm forces

H0₃: There is no significant relationship between reward system and organizational success of Nigeria arm forces

H0₄: There is no significant relationship between performance management and organizational success of Nigeria arm forces.

2.0 Literature Review

The dynamic capability theory underpins this research. The phrase "dynamic capability" was initially used in the 19th century. Teece, Pisano, and Shuen (1997) argued that the capacity of a corporation to integrate, grow, and reconfigure internal and external capabilities is critical in dealing with a quickly changing environment. The core capabilities of an organization should be exploited to establish short-term competitive positions that can be turned into longer-term competitive advantage, according to one of the theory's major assumptions. The first is the firm's ability to renew competences in order to adapt to changes in the business environment, and the second is strategic management's ability to use these competences to match the requirements of the environment. Dynamic capability theory expands on two fundamental issues

that were not discussed in other strategic approaches, such as the resource based view: the first is the firm's ability to renew competences in order to adapt to changes in the business environment, and the second is the ability of strategic management to use these competences to match the requirements. The dynamic capability approach considers three types of characteristics to explain where competitive advantage comes from. The first is procedures, which define how things are done in a company. The second is the position, which represents an organization's many assets and relationships. The third category is pathways, which refers to the strategic direction of the company. As a result, firms who are able to leverage their dynamic skills will outperform their competitors.

Concept of High-Performance Culture

The term "high performance culture" refers to a subset of organizational culture. McNamara (1999) compares organizational culture to a person's personality, which is made up of a collection of beliefs, assumptions, conventions, and indicators that are mirrored in how people behave in the workplace. Clemmer (2005) claims that high-performance cultures integrate concrete and intangible aspects of its character (i.e., what gives significance to the individuals in the culture and the management procedures and systems). These physical features are said to help organizations turn their ideas into action (Clemmer, 2005). Many local businesses have spent years focusing on improving their capabilities, talents, and developing a high-performance culture. These skills and talents, along with a high-performance culture, enable organizations to compare their actual performance to that of the best in their performance and to always look for ways to improve. Regardless of the style or scale of the organization, in aiming for excellence, an organization must measure its performance, according to Eygelaar (2004). Only by cultivating a "high performance culture" can corporations achieve this.

Leadership

Leadership, according to Hodge and Johnson (1970), is defined as the capacity to influence the behaviour and attitudes of others, whether in a formal or informal setting. According to Keith (1985), leadership is the capacity to persuade people to pursue specific goals with zeal. It is the human aspect that binds a group together and motivates it to achieve its objectives. According to Koontz (1984), leadership is the ability to exert influence on others via communication with the objective of attaining a goal. "The capacity to influence a group toward the attainment of goals," according to Robbins (1979). According to Robert (1961), leadership is the use of interpersonal influence in a situation to achieve certain goals through the communication process.

Leadership, according to James (1972), is a process of influencing a group in a specific situation at a specific time and under a specific set of conditions to arouse people to strive freely to achieve an organizational goal, giving them the experience of assisting in the achievement of common goals and fulfilment with the types of leadership provided. Leadership, according to Management Guru Peter (1970), is "the elevating of man's views to higher sights, the raising of a man's performance to a higher standard, the developing of a man's personality above its regular constraints." Leadership, according to House (1976), is an individual's capacity to influence, motivate, and allow others to contribute to the effectiveness and success of the organizations in

which they are involved. As a result, having good leadership is important for boosting staff morale and improving the organization's performance.

Reward System

The pay that an employee receives from an organization in exchange for providing services or in return for work completed is referred to as reward (Lin, 2007). Human resources may be rewarded and used to their full potential by employing a variety of approaches of significant value. According to Carraher (2006), an efficient reward system for organizational performance should be linked to their production. As a result, businesses must establish processes and regulations, as well as a reward system that is consistent with those policies and procedures.

Giving an employee more than what he or other employees at his or her level are usually given is referred to as reward. As a token of appreciation for something done to stimulate an employee, a reward is given (Armstrong, 1993). In human resource development, rewarding workers' performance and behaviour is critical, especially in challenging circumstances. Employees anticipated being paid from the first day on the job. Even on the first day, they are interested about promotion, perquisites, progress, and fringe perks. Employees who are suitably rewarded are not only motivated and recognized, but they are also communicated that the company values them.

Employees can be rewarded in a variety of ways, including through recognition and gratitude (Ajila & Abiloa, 2004). Employees want organizational recognition in order to be motivated, reward a raise in pay, and perform better in their assigned job, which is inextricably tied to the performer's performance (Jones & Culbertson 2011; Aktar, Sachu & Ali, 2012). Employee motivation leads to fulfillment of their goals, both financial and non-financial, which is the logic behind the usage of rewards to employees. Employees, on the other hand, will be enticed to quit the company if there is no drive. (According to Azasu, 2009). Employees prefer intrinsic rewards such as acknowledgment and praise for a specific objective fulfilled, but others prefer extrinsic rewards such as bonuses, salary, and incentives offered to employees (Lawler, 2008, and Adeyemi, 2013).

Performance Management

Performance management is described as a "strategic and integrated strategy to passing on organizational success through developing people in ways that promote group and individual performance." These systems provide a continuous and integrated approach to performance monitoring and reward (Armstrong & Baron, 1998). Many corporate and non-profit organizations have been drawn to performance management because they want to improve psychosomatic outputs and outcomes (Carpinetti et al. 2002; Chau, 2008).

Beer and Ruh were the first to coin the term performance management (1976). In the mid-1980s, it was formally acknowledged as a separate method. The fundamental cause for the development of this system was managers' recognition of the need for a more continuous and integrated approach to managing and rewarding performance. Furthermore, the already created and

operational performance-related pay and appraisal systems were failing to generate the intended management outcomes (Armstrong, 2001). The performance and efficacy of performance management are determined by management and manager behaviour, as well as how managers persuaded employees to use the system. This offers the idea that the efficacy and efficiency of performance management are influenced by a number of behavioural, psychological, and managerial elements.

Core Capability (Competency)

The allocation of resources, knowledge, capabilities, and expertise skills, as well as the value chain, are all tied to core competency. It necessitates three factors: money, skills, and procedures (Torkkeli & Tuominen, 2002). Knowledge resources, inventive creativity, and expertise are success characteristics that contribute to an organization's essential potential, referred to as core competencies (Godbout, 2000). As a result, a company's core competence(s) are defined as a set of problem-defining and problem-solving insights that facilitate the formulation of strategic growth options (Lei et al., 1996). Core competencies are also the integrated bundles of technologies and abilities that are competitively distinctive and re-deployable (Clark, 2000).

Core competencies are the organization's collective learning, particularly on how to structure various production abilities and integrate numerous streams of technology (Torkkeli, Tuominen, 2002). They are the consequence of an organization's social learning process (Godbout, 2000). Core competency thinking is a powerful and widely promoted approach to focusing and assembling an organization's resources; thus, a core competency is an area of specialized know-how that is the result of harmonizing intricate streams of technology and work activity; thus, a core competency is an area of specialized know-how that is the result of harmonizing intricate streams of technology and work activity; thus, a core competency is an area of specialized know-how that is the result of harmonizing intricate streams of (Gallon, Stillman, 1995). The firm's resources are stockpiles of available factors that it owns or controls (Carmeli & Tishler, 2004). Organizational resources and capabilities must be used to build core competencies. In a competitive market, dominance is determined by an organization's capacity to deploy, identify, preserve, and develop certain resources that set it apart from its competitors (Carmeli & Tishler, 2004). Every organization, according to Peter Drucker, requires only one core competency: innovation. Any other strategy can't beat innovation when it comes to gaining a competitive edge (Higgins, 1996). Higgins defines core competencies as a set of specialized qualities, skills, and knowledge characteristics that enable an organization to outperform its competitors in terms of performance and customer satisfaction by integrating technology, processes, and resources into one or more of the activities and managing the links between them.

Organizational Success

Organizations will be required to meet new and different expectations in today's highly competitive economy. Many businesses have a plethora of identical services and goods, to the point that it's difficult for clients to tell one from the other (Charles, 2016). Corporate success can no longer be achieved just via good products and effective marketing. Companies must now, more than ever, turn to their people resources, rather than just their goods and services, as a primary method of ensuring continuing profitability, if not survival. It is often assumed that an

organization is successful when it is able to accomplish specific results that enable it to be profitable and competitive in its particular sector or market. The nature of these results is determined by the organization. Organizations are accustomed to analyzing their own worldwide results as part of their regular monitoring of company health and success. Global consequences are clearly not the result of a single person or even a single department.

The achievements and accomplishments of many individuals and work groups are critical to an organization's overall success. In a way, what employees accomplish across the board adds directly to the organization's overall well-being. Outside influences, of course, may have a significant impact on a company's success. However, in the end, the collective outputs of individuals and work groups define the amount to which a firm will survive in today's competitive economy.

Empirical Review

Scholars have conducted a number of empirical studies over the years. Kikoito (2017) investigated the relationship between organizational performance and the reward system, which is a feature of high performance culture. A poll was conducted, with 65 workers from deposit money banks participating. The relationship between reward and organizational performance was investigated using Pearson's correlation coefficient. According to their findings, there is a considerable link between the reward system and the organization's performance. The study found that when a proper reward system is in place, work performance improves dramatically.

Radebe (2013) looked at the impact of a performance management system on service delivery. In order to collect data from respondents, the survey research used a questionnaire. Respondents were given 400 copies of the questionnaire, and 389 of them were returned, accounting for 97% of the total disseminated questionnaire. Pearson product correlation was used to analyse the data. According to the findings, the performance management system has no bearing on service delivery. Yasmeen, Farooq, and Asghar (2013) investigated the influence of awards on organizational performance in Pakistan. Data was acquired from 80 respondents in Pakistan's telecommunications sector using a cross-sectional poll. Data was collected using a 16-item questionnaire. Pearson correlation was used to analyse the study's data. Salary and bonus as a reward system have a negligible link with performance, however promotion has a moderate to substantial relationship with performance, according to the findings. According to the report, organizations should focus on reward policies in order to improve their performance.

Edoka (2012) explored the link between strong leadership and natural youth service corps organizational performance in Kogi state. A survey was conducted, and data was collected using a questionnaire. A total of 82 people were chosen from a population of 103. The respondents were chosen using stratified random sampling. The data was analysed using the Chi-square statistical test. The findings of the study demonstrated a strong link between effective leadership and organizational performance. As a result, the study concluded that unfavorable leadership behaviour should be firmly handled in order to improve an organization's performance. Karamat (2013) evaluated the influence of leadership on company performance in a critical manner.

A survey study was conducted. A questionnaire was used to collect data, and an interview with the CEO of the Cambric Communication Research and Development Center was done. Only 29

employees were included in the survey, out of a total of 54. After analyzing the data, it was shown that there is a considerable and strong positive association between leadership behaviour and organizational performance. Jabbouri and Zahiri (2014) conducted empirical research in the Iraqi private banking industry, looking at the impact of core competencies on organizational performance. A poll was conducted with 200 managers from various banks as respondents. The data was collected using a questionnaire, and the results were analysed using the t-test, simple regression coefficient, and simple linear correlation coefficient. The findings of the analysis demonstrated that core skills and organizational performance had a substantial relationship. Management should create core competencies for human resources as a tactical and strategic instrument to improve organizational performance, according to the research.

3.0 Methodology

The survey design was used in this study, and a total of 638 Nigerian army forces members were surveyed. The Krejcie and Morgan (1970) table was used to determine a sample size of 242 respondents. 242 members of the armed services were given copies of the questionnaires. The method used was a simple random sampling procedure. Leadership, Reward System, Performance Management, and Core Capability were used to operationalize high performance culture as given in Heerden's (2007). The success of the Nigerian armies, on the other hand, was measured in a single metric. The replies to the questionnaire's items were graded on a four-point likert scale ranging from 1 to 4. Where 1 denotes a strong disagreement and 2 denotes a disagreement, 3 = Agree 4 = Strongly agree. To determine the association between high performance culture and organizational success, the data was analysed using Pearson Product Moment Correlation.

4.0 Result

Respondents received a total of 242 copies of the questionnaire. Only 231 (95.4%) of the original copies were returned and used in the study. The hypotheses test was conducted with a 95% confidence interval, assuming a significance level of 0.05. The decision rule is placed at a crucial area of $p > 0.05$ for null hypothesis acceptance and $p < 0.05$ for null hypothesis rejection.

Test of Hypotheses

H0₁: There is no significant relationship between leadership and organizational success of Nigeria arm forces

Table 1: Leadership and Organizational Success

		Correlations	
		Leadership	Organizational Success
Leadership	Pearson Correlation	1	.728
	Sig. (2-tailed)		.000
	N	231	231
Organizational Success	Pearson Correlation	.728	1
	Sig. (2-tailed)	.000	
	N	231	231

Table 1 shows that the correlation value was 0.728 and the P-value was 0.000, which is less than 0.05 threshold of significance ($P= 0.000<0.05$). This suggests that there is a considerable and positive association between organizational success and leadership. The null hypothesis was thus rejected, whereas the alternative hypothesis was accepted.

H0₂: There is no significant relationship between core capability and organizational success of Nigeria arm forces

Table 2: Core Capability and Organizational Success

		Correlations	
		Core Capability	Organizational Success
Core Capability	Pearson Correlation	1	.472
	Sig. (2-tailed)		.000
	N	231	231
Organizational Success	Pearson Correlation	.472	1
	Sig. (2-tailed)	.000	
	N	231	231

The P-value was 0.000, which is less than 0.05 threshold of significance ($P= 0.000<0.05$), and the correlation value was 0.472, according to the results in table 2. This suggests that core capability and organizational success have a considerable and somewhat favourable link. The null hypothesis was thus rejected, whereas the alternative hypothesis was accepted.

H0₃: There is no significant relationship between reward system and organizational success of Nigeria arm forces

Table 3: Reward System and Organizational Success

		Correlations	
		Reward System	Organizational Success
Reward System	Pearson Correlation	1	.513
	Sig. (2-tailed)		.001
	N	231	231
Organizational Success	Pearson Correlation	.513	1
	Sig. (2-tailed)	.001	
	N	231	231

According to the results in table 3, the p-value for the association between reward system and organizational success was 0.001, which is less than the 0.05 level of significance ($P= 0.001<0.05$). The correlation value, on the other hand, was 0.513. This means that there is a substantial positive association between the reward system and the success of the company. The null hypothesis was thus rejected, whereas the alternative hypothesis was accepted.

H0₄: There is no significant relationship between performance management and organizational success of Nigeria arm forces.

Table 4: Performance Management and Organizational Success Correlations

		Performance Management	Organizational Success
Performance Management	Pearson Correlation	1	.211
	Sig. (2-tailed)		.000
	N	231	231
Organizational Success	Pearson Correlation	.211	1
	Sig. (2-tailed)	.000	
	N	231	231

The p-value for the association between performance management and organizational success was 0.000, which is less than 0.05 level of significance ($P= 0.000 < 0.05$), according to the results of the analysis provided in table 4. The correlation value, on the other hand, was 0.211. This suggests that performance management and organizational success have a weak positive and significant association. The null hypothesis was thus rejected, whereas the alternative hypothesis was accepted.

5.0 Discussion of Findings

The link between the aspects of high-performance culture and organizational success was investigated, and it was discovered that there is a strong and positive association between high-performance culture and the organizational success of the Nigerian armies. With a P-value of 0.000 and a correlation value (r) of 0.728, leadership had a substantial and positive link with organizational success of the Nigerian armies. This suggests that there is a considerable and positive association between organizational success and leadership. The null hypothesis was thus rejected, whereas the alternative hypothesis was accepted. The correlation coefficient (r^2) was 52.9. As a result, a 1% change in the Nigerian army’s leadership quality will result in a 52.9% difference in organizational success. Furthermore, the workers’ core capability contributes to the success of the Nigerian armed forces. An increase in core capability will result in a proportionate rise in the organization’s success. This means that if the core capability is reduced, the organization’s success will suffer. The correlation coefficient (r) was 0.472, indicating a somewhat favourable and substantial association between core capability and Nigerian air force success. The coefficient of determination was 0.22, implying that a 1% change in core competency might result in a 22% variance in the Nigerian armed forces’ organizational success. Again, the organization’s reward system contributes to the Nigerian air force’s success. This is because the P-value of 0.000 was below than the threshold of significance of 0.05. The correlation coefficient (r) was 0.513, indicating a significant link between the variables. This means that improving the reward system will go a long way toward motivating troops to give it their all in order to assure the armies’ high success. The correlation coefficient was 0.26. As a result, a unit adjustment in the Nigerian air force’s reward system can account for 26% of the entire variance in organizational success. In addition, the p-value for the association between performance management and organizational success was 0.000, which is less than 0.05 threshold of significance ($P= 0.000 < 0.05$), and the correlation value (r) was 0.211. This suggests

that performance management and organizational success have a weak positive and significant association. The null hypothesis was thus rejected, whereas the alternative hypothesis was accepted. The correlation coefficient (r^2) was 0.04. As a result, a 1% change in the reward system will result in a 4% difference in the Nigerian air force's organizational success. These findings support Jabbouri and Zahiri's (2014) conclusions that core competences are linked to organizational performance. Additionally, Edoke (2012) discovered a link between effective leadership and organizational performance. As a result, increasing the high-performance culture will aid the success of the Nigerian armed forces.

6.0 Conclusion and Recommendation

All businesses, whether for profit or not, are constantly looking for methods to improve their success. The success of the Nigerian armed forces is critical in enhancing national security and combating the current threat that the country faces. Neglecting the Nigerian arm force's high performance culture would eventually lead to a poor success rate in completing the arm force's mission. A high-performance culture ensures that employees have a keen stake in the organization's success. The success rate of the Nigerian armies is largely dependent on the leadership of the arm forces. When an organization's leadership is lacking, the organization is more likely to fail or have a low success rate. Furthermore, it is critical that personnel's core capabilities be continually improved in capability to improve the Nigerian armies' overall success. Similarly, in order to improve the success of the armies, a reward system and performance management are essential. To summarize, a high performance culture in terms of leadership, core capability, reward system, and performance management is an unquestionable requirement for the Nigerian armies' success. The research recommends the following based on its results and conclusions:

1. The core capability of the personnel should be improved by thorough training, since this will aid the armies' success.
2. The government should guarantee that those in command of the Nigerian armed forces have high leadership qualities, and that such appointments are made without bias, since this will aid the armies' success.
3. The personnel of the Nigerian armed forces should be well compensated, since this would increase their vested interest and, as a result, the arm force's success.
4. In order to improve the Nigerian arm force's overall performance and success, performance management approaches should be supported.

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