

Human Resource Management and Employee Performance in the Manufacturing Industry: A Case Study of Roofings Group of Companies

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Introduction

The purpose of the study was to examine the influence of human resource management on employee performance in the manufacturing industry, using Roofings Group of Companies as the case study.

Objectives

The objectives of the study were:

1. to examine how Roofings Group of Companies established effective training and development programmes,
2. to examine how Roofings Group of Companies set recruitment and selection evaluation standards, and
3. to examine how Roofings Group of Companies ensured succession planning for organisational survival.

Methodology

The research design was phenomenological. The study collected data from 86 respondents. The data were collected

through primary and secondary sources and were edited, coded, and cross-checked using Ms Excel before being exported to SPSS for analysis. The hypothesis was tested using correlation coefficients and regression analysis.

Key findings

The study revealed that the Group did not offer scholarships or aid to most employees who make an effort to attend learning and development courses. It was further revealed that the Group offered fringe benefits, flexible working conditions, salary increments, and promotions to performing employees. The study also revealed that the Group had a performance culture, which elicited commitments and expectations from employees, which in turn made them more competent and productive.

Besides, it was revealed that depending on the various job descriptions of employees, the Group offered coaching, voluntary training, job shadowing as practices that could enhance employee competence and prepare employees for succession.

Key recommendations

The study recommended that the Group devises a formal and logical selection process and that the Group should consistently adhere to it. Besides, the study suggested that Human Resource Managers at the Group should simultaneously promote fit and flexibility.

Key references

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