

## **An Appraisal of Human Resource Management Practices in Nigeria Work Space**

Ogunleye, Oluwole Festus<sup>1</sup> & Olu-Ogunleye, Itunu<sup>2</sup>

<sup>1</sup>Department of Social Development, Rufus Giwa Polytechnic, Owo

<sup>2</sup>Department of Human Resource Management  
Elizade University, Ilara-Mokin Ondo State

Corresponding Author: [itunu.olu-ogunleye@elizadeuniversity.edu.ng](mailto:itunu.olu-ogunleye@elizadeuniversity.edu.ng)

### **Abstract**

Workspaces irrespective of size are complex and involve different practices that determine their functionality. One notable area that is considered multifaceted is the aspect that targets effective management of human resources. However, growing inadequacies and dysfunctionalities of many workspaces suggest existing human resource management (HRM) practices are not universal and can be adapted for purpose with cognizance to workspace sector, size and business direction or strategy. To achieve the essence of this review, a literature survey of human resource management practices articles published in high-impact journals were reviewed with basic search words like recruitment and selection, performance appraisal, compensation, training and development, among others. Majority of the papers reviewed made use of primary data and findings supported objective recruitment, performance-based compensation, performance appraisal, and systematic staff training, among others. It was however deduced that there are peculiarities with HRM practices in different sectors of Nigeria based on size and business strategy as owner/management philosophy and HR department leadership played major roles. The review concludes that it is now more important than ever for workspaces to engage in international human resource management practices because of globalisation and business competitiveness.

**Key Words:** Human resource management practices, training and development, performance appraisal, recruitment and selection.

### **1.0 Introduction**

Emerging complexities in business organisations around the world has impacted human resource management practices greatly compelling these businesses to adopt international human resource management best practices (Shuana, 2017). Geographical and national boundaries no longer limit business operations, vast majority of organisations in the world today now conduct a large number of their business operations outside their home country. Therefore, organisations should strive to adopt international best practices that would help increase organisational performance. International human resource management practices are

majorly concerned with issues that are emerging as a result of diverse stages of development and globalisation (Butt & Katuse, 2017).

Human resource practices have been the most essential tools for any organization to use to achieve the majority of its goals through the enhanced work performance of its employees. Organizations today face intense competitive challenges to achieve organizational goals (Devender, 2014). To be successful firms must be able to adopt the most appropriate HR practices that work best for the organisation and also help in achieving its set goals and objectives. The organization's Human Resource (HR) practices are under pressure to demonstrate their value in an increasingly competitive and cost-effective environment (Madhani, 2013).

Human resources encompass individuals engaged in work within an organization, encompassing both permanent and temporary staff, as well as those under contract. These individuals form the pivotal element of organizational resources. Consequently, an organization must ensure it possesses the suitable quantity and variety of employees, managing them in a manner that facilitates goal attainment while also enhancing overall organizational effectiveness (Onafadeji et al., 2017). Human resources are the most vital resource in organisations. For the work to be done effectively, organisations must have the right and competent human resources. The organisation's human resources are critical in improving organisational performance (Rodjam et al., 2020).

Human Resource Management (HRM) is a structured approach to overseeing employment that aims to secure a competitive edge by aligning a proficient workforce with the company's strategy, achieved through the incorporation of a wide array of interconnected strategies pertaining to diversity, systems, and employee management (Alrazehi & Noor Aina Amirah, 2020). Armstrong and Taylor (2014) define HRM as a corporate strategy, understandable, and all-encompassing system for the management and advancement of an organization's human resources.

The strategic approach used by an organisation's management can influence the type of behaviour of its employees and their performance. The main aim of the organization is to achieve goals and objectives, and because the extent of accomplishment is wholly dependent on the quality of its employees, it entails the availability and quality of human resources Onafadeji et al., (2017). Thus, an organization must ensure an adequate supply of human skills to achieve adequate performance. Due to the escalating technological advancements and intricacies within diverse organizations, coupled with societal influences, it has become imperative for organizations to provide training and developmental opportunities to their staff.

This is to ensure that employees can effectively fulfil the growing job demands arising from swift technological and social transformations

Due to the inherent difficulties in measuring and evaluating results, HR evaluation is frequently avoided. However, there is a growing concern about measuring HR contribution. HR's shifting focus necessitates the development of new methods for defining and assessing HR success. Human resources are the most vital and valuable assets to organisations due to their ability to develop ideas, think critically and share knowledge (Hitka et al., 2021). Thus, organisations must strive to put in place necessary HR practices that would aid the development and improvement of employees toward achieving the organisational goals.

In Nigeria today, most HRM practices are not in line with global standards and do not portray professionalism. Most organizations do not ensure appropriate provisions for employee training and do not send workers to the appropriate type of training program to increase their work productivity. According to Rawashdeh and Tamimi (2020), the majority of employees are not promoted from their previous position, implying a lack of motivation for workers, which affects their level of job performance/productivity, performance appraisal is not being done subjectively. Furthermore, the hiring of unskilled workers frequently results in high turnover. The aim of this paper remains to focus squarely on appraising international human resource management practices and HRM practices in Nigeria as a driver for organisational performance in Nigerian workspaces.

## **2.0 Literature Review**

### **• Concept of Human Resource Management Practices**

In organisations, human resource management (HRM) has been proposed as an alternative to the term personnel management., simply because HRM is more encompassing and has a wider range of coverage. Armstrong and Taylor, (2014) describe HRM as “old wine in a new bottle”. Haslinda, (2009), defines human resource management is defined as a "method of organising human talents to achieve the goals of an organisation. Ore and Sposato, (2022) define HRM as a unique strategy for employment planning that creates competitiveness through the effective deployment of a qualified workforce using an integrated range of diverse, systemic, and employee methods. Human resource management, according to Armstrong, (2006), is a strategic and consistent way of managing an organization's most valuable asset: the employees, that contribute to the organization's goals both independently and collaboratively. Human resource management (HRM) encompasses all aspects of managing employment relationships within a company (Farndale et al., 2020).

By adopting Human Resource Management Practices (HRMP) like training, development, targeted recruitment, fair compensation systems, and performance evaluation, an organization can proficiently attain its objectives, devise adaptable strategies, and successfully enforce policies within its structure (Alsafadi & Altahat, 2021). HRMP, when synchronized with organizational frameworks and protocols, serves as a mechanism to ensure that an organization's human resources play a substantial role in achieving its overarching objectives. These practices play a pivotal role in enhancing the cognitive agility and proficiency of organizations by implementing policies and procedures that revolve around effective recruitment, employee training, and fostering collaborative synergy within the realm of the organization's offered services. HRMPs are strategically formulated by organizations to facilitate their growth and achievement (Wangila & Kiiru 2019).

Human resource management practices and how it is implemented is an important factor that contributes to increased employee satisfaction and job commitment, which leads to increased productivity. Organisations must constantly change their HRM practices to keep pace with the changing globalised economy and the growing demands and desires of their employees. For organizational progress and advancement, it is crucial for organizations to embrace and put into action a clearly defined, integrated, and up-to-date array of human resource management practices.

- **International Human Resource Management Practices**

The objectives of International Human Resources Management practices include: formulating policies for managing human resources on a global scale; preserving a local appeal while maintaining a consistent global identity; enhancing managers' understanding of cross-cultural dynamics worldwide and the recruitment of employees across different regions; and offering training on the cultures and sensitivities of host countries (Budriene & Diskiene, 2020). Human resource management practices encompass a methodology aimed at enticing, nurturing, inspiring, and retaining personnel, thereby ensuring the proficient operation and longevity of both the organization and its workforce. Additionally, these practices can be described as a well-structured collection of policies and procedures intended to guarantee that an organization's employees actively contribute towards realizing its business aims and objectives (Fernandes et al., 2023).

Stewart et al., (2022) describe HRM practices are a set of guidelines used by organisations to manage human resources by promoting the implementation of skills and knowledge that are critical to organizational success, establishing extensive human relations, and creating organisational learning to sustain competitive advantage. According to this approach, HRM

practises are specific procedures, formal policies, and philosophies that are designed and developed to attract, develop, motivate, and retain employees who ensure the proper performance and survival of the organisation.

Scholars believe that the importance of human resources is explicit and acknowledged; linking it to organisational output and economic indicators of Gross Domestic Product (GDP) provided the impetus to supplement IHRM research (Butt & Katuse, 2017). National boundaries no longer limit business. The vast majority of the world's large corporations now conduct the majority of their operations outside of their home countries. In today's global economy, organisations must compete for talent. If they are to survive and compete, they must acquire, establish, and maintain global human resource management competencies and practices (Liu et al., 2020) Investing in Human Resource Management (HRM), could result in long-term financial benefits for organisations because motivated employees would prefer to stay with the company rather than move to other companies or competitors.

HRM practises, according to scholars, can be viewed from three distinct perspectives: universalistic, contingency, and configuration. Proponents of the universalistic approach argue that some HRM practices are superior to others, colloquially known as "best practices," and that all organisations should implement these practices. Human resource practices, according to Alusa and Kariuki (2015), are high-performance work practices like recruitment and selection, compensation, and performance evaluation. One notable drawback of the theory lies in its inability to adequately account for situations where the mentioned practices have not yielded elevated performance levels. Conversely, the contingency approach stands in contrast to the best practices model by emphasizing that HRM practices are contingent upon the specific internal and external conditions within which the organization functions (Rodjam et al., 2020). The contingency theory elucidates the correlation between diverse human resource practices and distinct strategic orientations, as well as the impact of these practices on the overall performance of a firm (Al-maaitah et al., 2015).

- **Human Resource Management Practices**

Some of the key human resource management practices will be discussed below:

**(1) Compensation**

Compensation is one of the most important functions in any organisation, and it has long been a source of contention for both employers and employees (Manjunath & Rajesh, 2015). This is because income is relevant to the accomplishment of all human needs, directly or indirectly.

Compensation has an impact on job satisfaction, talent attraction, retention, performance, skill acquisition, cooperation, and other key outcomes.

An organisation must design and implement an attractive remuneration system that identifies and retains efficient, competent, and knowledgeable employees to achieve the best job performance from them. Employee productivity is increased by compensating employees and monitoring their performance (Abdulrahman 2020). According to Armstrong (2006), Employees' willingness to stay with an organisation is heavily influenced by its compensation packages. To ensure effective employee performance and retention, organizations need to adopt a range of suitable approaches for rewarding employees that align with their desired outcomes (Jashari & Kutllovci, 2020)

Compensation plays a pivotal role in the employment partnership, encompassing both direct monetary rewards and indirect employee benefits, along with incentives aimed at fostering heightened productivity (Ekere & Onuoha, 2021). A competitive compensation package holds considerable motivational influence. Consequently, it is the foremost duty of the HR manager to ensure equitable and satisfactory remuneration for the organization's workforce (Nnorom et al., 2018). Thus, a good compensation system enables an organisation to achieve its goals while also satisfying and motivating its employees to excel in their roles (Manjunath & Rajesh 2015). The primary objectives of compensation administration encompass retaining a proficient workforce, ensuring fair remuneration, and adhering to federal, state, and local regulations, all within the financial capacities of businesses.

### **Classification of Compensation System**

- **Competency-Based-Compensation**

A competency is a fundamental characteristic of a person or organisation that enables it to perform in a particular job, role, or situation. As a result, an organization's or an individual's performance will be determined by the relevant competencies they possess, and the higher the level of competencies, the better the performance. Competencies shift the focus towards understanding the "How" behind accomplishing tasks, moving beyond solely emphasizing outcomes. Competency, or competencies, are characterized as a combination of knowledge, aptitude for action, and behaviours tailored for particular objectives within specific contexts. These concepts draw upon the expertise of education specialists who assert that skills are structured hierarchically. The notion of hierarchy is implicit, discernible between overarching (higher-level) and specialized (lower-level) competencies, while being more overtly articulated through the utilization of taxonomies commonly applied in educational studies (Nahla & Bouchetara, 2019). The term "competence" refers to both the qualifications required and the

observable behaviours considered effective. These competencies are expressed in terms of objectives, expected behaviours, conditions for exercising these behaviours, and levels of requirement.

According to Waltner et al., (2019), competency management is a critical major centre for organisations because it affects employers' potential to recruit applicants, retain employees, and ensure optimal levels of employee performance in meeting the organization's goals and objectives. Employees must be rewarded because organisations are looking for specific kinds of behaviour; they require competent employees who agree to work with a high level of performance, loyalty, and commitment. Individual employees expect to be compensated for their contributions to the organisation in the form of a good salary. Competency-based pay is critical for compensating a workforce that is highly skilled, competent, and professional. Its goal is to provide an incentive for employees to learn and grow (Vuković et al., 2022).

As noted by Anthonia et al., (2019), within a framework of competency-based compensation, the determining factor for employees to attain higher wages is their level of contribution and performance. This approach encourages employees to proactively engage and make meaningful contributions that enhance the organization's competitive edge. A competency-based compensation policy or structure can aid in the development of a culture of self-improvement and overall productivity. By utilizing competency-based compensation, human resource management can effectively meet employee expectations by offering bonuses and additional allowances that align with their skills and performance. This approach aids in enhancing organizational competitiveness through the recognition of employees' capabilities and contributions (Nahla & Bouchetara, 2019).

- **Performance-Based-Compensation**

Compensation packages are critical in motivating employees to maximize productivity. One of the most important components of compensation plans is variable or fixed pay which is linked to employee performance or input (Akhtar et al., 2019). Performance-based compensation is defined as formal salary schemes that provide payments that go above and beyond salary levels that are generally associated with performance (Armstrong & Taylor, 2010). Performance-based compensation, according to these definitions, refers to salary increases or payments that exceed general salary levels with a clear scheme in the form of bonuses and incentives. The incentives are a performance-based compensation system that ties employee pay to the achievements of employees who work directly in a job.

According to Siramiati et al., (2016), There are three types of performance-based compensation: Individual incentives are additional salaries based on output produced; bonuses

are additional wages for top-level managers, and stock options are opportunities to own shares of the organisation. Performance-based pay refers to an increase in pay while employees work to their best knowledge, which is in their excellent skills; this is essential for firm performance. Employees are motivated to perform well to earn a raise in pay (Akhtar et al., 2019). Akter and Moazzam, (2016) asserted that performance-based pay is the strongest predictor of performance.

- **Equity Based-Compensation**

The fundamental concept underlying equity-based compensation involves granting employees a stake in the future profits of the company in exchange for lower initial pay or even no pay at all (Akter & Moazzam, 2016). This approach not only reduces the immediate financial burden of high salaries but also maintains a motivational incentive for dedicated employees to strive harder, ensuring their financial prosperity and the organization's success. Equity compensation is usually subject to limitations, often tied to vesting criteria, where employees must attain specific performance or time-based milestones before fully acquiring the granted stock (Anthonia et al., 2019). The balance between salary and equity in one's compensation is more influenced by the company's maturity than the role itself (such as business development or engineering).

## **(2) Recruitment and Selection**

Recruitment involves promoting job vacancies in order to draw a group of capable candidates who are eligible to occupy positions within an organization (Alasan & Eyanuku, 2020). Recruitment encompasses the steps of pinpointing, choosing, and appointing the most suitable candidate for a job vacancy, whether sourced internally or externally. This procedure entails evaluating job prerequisites, enticing potential candidates for an available role, scrutinizing and electing the finest prospects, and eventually onboarding and aligning the new employee with the organization's objectives (Hamza et al., 2021).

Selection involves the evaluation of whether the individuals acquired through recruitment are suitable for employment. It also entails the act of picking the candidate or candidates who most effectively fulfil the criteria relevant to the job (Alasan & Eyanuku, 2020). In the sequence of workforce planning and execution, the second phase involves the selection process. This process entails choosing the most suitable candidate to meet the organization's job prerequisites. In manufacturing firms, the selection process can be protracted and comprehensive, with its extent and nature contingent upon the industry, specific tasks, and the level of competition within the sector. Each selection process culminates in two outcomes:



individuals who are selected and those who are not. Those who are chosen proceed to their designated roles, while those not selected face rejection

### **(3) Training and Development**

A precise definition of training and development is an effort to improve the performance and efficiency of a current or future employee through learning, generally by attempting to improve the employee's attitude or increasing his or her skills and knowledge. Training refers to the process of teaching specific skills, whereas development refers to the learning opportunities that allow employees to improve and develop better skills (Alasan & Eyanuku, 2020). Training and development in response to organisational changes have an impact on employee performance. Organizations gain a competitive advantage when employees strengthen their existing skills, knowledge, and abilities (Rodjam et al., 2020). To close the performance gap between current and prospective employees, training and development is frequently needed. (Zeb et al., 2018). Resolving scarcity has emerged as a key area of human resource development for organisations seeking to remain competitive (Xuecheng et al., 2022). The skills gap jeopardises organisational and operational productivity and competitiveness. As a result, human resource managers must begin nurturing and developing the workforce during the hiring process. This is because some jobs require customising skills, and not all newly hired employees are taught social skills in addition to basic skills (Fatema & Sakib, 2022).

Training and development are vital aspects of enhancing the workforce's ability to meet the objectives of the organisation. Training is regarded as an effective means of dealing with changes caused by technological innovation, market competition, and reorganisations, and it is especially important in improving employee performance. Training enhances the skills, knowledge, and competency required to do a good job (Mobaraka et al., 2019). Employees are trained to perform well on the job (Zeb et al., 2018). Training must be well designed and delivered to have a positive impact on performance. Training is still a critical component of improving organisational performance (Alasan & Eyanuku, 2020).

### **(4) Performance Appraisal**

According to Ugoani, (2020) When an employee performs well, his work patterns and activities are easily recognized and diverted in a way that matches the goals of the organisation whereas, When an employee performs poorly, his work patterns are spotted and diverted in a way that is confronted with the goals of the organisation. Appraisals are criterion variables that are used to evaluate employees' job performance at a given point in time.

A performance appraisal is a yearly evaluation of an employee's job performance (Obi, 2016). It is similar to a report card in that it is used by managers to evaluate their performance over the preceding year. Not all performance evaluations are the same, they are usually in line with the company policies and also dependent on the department and sector. A wide range of organisations can benefit from the various systems and processes. Admittedly, some are executed poorly which causes harm to both the manager and the employee. Organizations can use performance appraisal to analyse and improve the level of training administered to employees to create a continuous improvement structure and long-term marketing strategies.

Employee performance evaluation is valuable as a tool for increasing both employee and organisational performance. The degree to which a company appraises and evaluates its employees determines overall output and, thus, productivity (Kihama & Wainaina, 2019). Employee performance evaluation benefits an organisation by assisting in the placement of employees in jobs for which they are the best fit, leading to increased productivity and profitability. It is critical to evaluate employees' actual job performance when they perform a variety of tasks in an organisation to ensure that their efforts are positively contributing to the achievement of organisational goals (Obi, 2016). Both management and employees have always placed a premium on employee productivity and evaluation (Ibrahim & Daniel, 2019). It is possible to conduct both informal and formal performance evaluations. Performance appraisal is used to increase productivity in today's organisations. The performance appraisal process is used to evaluate the productivity of organisational members.

## **2.1 Theoretical Review**

### **Expectancy Theory**

People, according to Vroom, should choose work behaviours that they believe will lead to desirable outcomes. Individuals are likely to consider the following factors when deciding how much effort to put into a work behaviour: their expectancy, or the extent to which they believe that putting forth effort will result in a given level of performance; their instrumentality, or the extent to which they believe that putting forth effort will result in specific outcomes or rewards; and their valence, or the extent to which the expected outcomes are appealing or unappealing (Reagan, 2014).

The key components of Vroom's Expectancy theory are that motivated behaviour is a product of two variables, which are as follows: - a person's valence of an outcome - the expectation that a specific action will result in a predictable outcome Expectancy is a fleeting belief that an action will result in a specific outcome, whereas valence is the anticipated satisfaction from an

outcome. Force is equal to expectation multiplied by valence. According to Vroom, motivation is force, which translates to the pressure to perform an act.

Ibietan, (2010) opines that Vroom's theory has been criticised because the factors determining how much effort a worker puts into his job are rarely accurately identified and appropriately rewarded. The theory has also been heavily criticised because the factors influencing the relationship between employee effort and actual performance are not always obvious.

According to Armstrong, (2006) Motivation is most likely in the expectancy theory when there is a perceived and usable relationship between an outcome and the outcome being seen as a means of satisfying needs. To put it another way, there must be a link between a specific reward and the actions required to obtain it. This theory is crucial in the context of this study. It is especially useful when developing performance-based employee wellness programmes. This theory explains why employees in an organisation may believe they can advance within the organisation and thus stay, or why they may seek advancement elsewhere by leaving the organisation (Anthonia et al., 2019).

### **Contingency Theory**

Contingency theory in general has its root in the contingency theory of leadership proposed by Fiedler (1984). Fiedler, an Austrian psychologist revealed this in the ground-breaking article titled "A contingency model of leadership effectiveness". The theory claimed that there is no best or universal way to manage an organisation and that environmental factors should be considered in designing an organisation and its subsystems and as such the ideal course of action is dependent upon the internal and external situations. The theory proposes that for any organisation to remain a going concern, such an organisation needs to accommodate the contingencies that are critical for its effectiveness. Fiedler considers teamwork to be "dependent on both the leader's motivational system and the degree to which the leader has control and influence," viewing "the leadership situation as an arena in which the leader seeks to satisfy both his own and the organization's goals (Minh & Nwachukwu, 2020). The contingency theory refers to the leader's style and how well it fits the situation the leader's success is dependent on the situation (Jones, 2018).

Contingency theory is also based on two fundamental assumptions: First and foremost, there is no one best way to organise. Second, not all methods of organisation are equally effective (Teo & Low, 2016). This model is concerned with the relationship between leadership style and situational favourableness (Jones, 2018). The primary emphasis in human resource management has been on 'best fit' or matching models,' whereby HRM practices must be consistent with a firm's organisational strategy. For an organisation to get the best use of its

human resources, the organisational practices and strategies must be such that support and encourage the employee to put in their best.

### **3.0 Research Methodology**

This paper reviewed past literature on human resource management practices and articles published in high-impact journals. with basic search words like recruitment and selection, performance appraisal, compensation, training and development, among others. The majority of the papers reviewed made use of primary data and findings supported objective recruitment, performance-based compensation, 360-degree performance appraisal, and systematic staff training, among others.

### **4.0 Discussion**

Despite significant progress in developing and testing the concept of HRM practices, scholars have yet to agree on what HRM practices mean. According to scholars, HRM practises can be viewed from three distinct perspectives: universalistic, contingency, and configuration. Proponents of the universalistic approach argue that some HRM practices, colloquially known as "best practices," are superior to others and that all organisations should implement these practices. The strategic approach necessitates global human resource leadership with standard systems but with flexibility and local adaptation as peculiar to the organisation or the industry. The key underlying ideas are to meet the organisation's global human resource needs through feeder mechanisms at the regional, national, and local levels, and to fully leverage the company's current assets by actively engaging people in their career development.

### **5.0 Conclusion**

Organizations are working hard to create a competitive market, remain sustainable in the global economy and initiate their human resources toward achieving organizational goals. Human resources are the most vital asset of an organisation and as such organisations must put in practices and policies that would bring out the best in their employees to achieve the organisational goals and objectives. Cost reduction, meeting high sales targets, increasing the number of customers, increasing market share, improving product quality, developing new products, and increasing productivity are some of the goals. Human resources are critical to meeting these performance indicators. Before anything else, organisations must understand their employees' potential so that they can express their skills, remain motivated, and behave according to the organization's performance requirements. HRM is a systematic process for human resource management that is integrated with the organization's overall policy. It benefits employees by providing them with the necessary skills and placing them in positions that are appropriate for their abilities and skills.

## References

- Abdulrahman, A. A. (2020). The impact of human resource management practices, Organizational Learning, Organizational Culture and knowledge management capabilities on organizational performance in Saudi organisations: a conceptual framework. *Revista Argentina de Clinica Psicológica*, XXIX(4), 714–721. <https://doi.org/10.1504/ijbir.2020.10025591>
- Akhtar, S., Iqbal, S., Hong Yun, T., & Muhammad Sohu, J. (2019). Impacts of Performance-based Pay on Employee Productivity; Mediated by Employee Training. *International Journal of Research & Review*, 6(10), 235–241.
- Akter, N., & Moazzam, H. (2016). Effect of Compensation on Job performance: An Emperical Study. *International Journal of Engineering Technology, Management and Applied Sciences*, 4(8), 373–388.
- Al-maaitah, A., Al-Maaitah, T., & Al-shourah, A. (2015). Factors affecting human resource practices in a sample of diversified palestinian organizations. *International Journal of Research Science & Management, December*, 594–603.
- Alasan, A. I., & Eyanuku, J. P. (2020). Human Resource Management Practices and Nigerian Banks' Performance. *LASU Journal of Employment Relations & Human Resource Management*, 2(1), 124–140. <https://doi.org/10.36108/ljerhrm/0202.02.0190>
- Alrazehi, H., & Noor Aina Amirah. (2020). A Review of Training and Development towards Employee Retention in the Banking Sector. *The Journal of Management Theory and Practice (JMTP)*, 1(2), 16–21. <https://doi.org/10.37231/jmtp.2020.1.2.32>
- Alsafadi, Y., & Altahat, S. (2021). Human Resource Management Practices and Employee Performance: The Role of Job Satisfaction. *Journal of Asian Finance, Economics and Business*, 8(1), 519–529. <https://doi.org/10.13106/jafeb.2021.vol8.no1.519>
- Alusa, K., & Kariuki, A. (2015). Human Resource Management Practices, Employee Outcome and Performance of Coffee Research Foundation , Kenya. *European Journal of Business and Management*, 7(3), 72–80.
- Anthonia, O., Okeke, M. N., & Ikechukwu, I. A. (2019). Compensation Management and Employee Performance in Nigeria. *International Journal of Academic Research in Business and Social Sciences*, 9(2), 384–398. <https://doi.org/10.6007/ijarbss/v9-i2/5552>
- Armstrong, Michael, & Taylor, S. (2014). *Armstrong's handbook of human resource management pracrice*. <https://doi.org/10.4135/9780857021496>
- Armstrong, Micheal. (2006). Handbook of human resources management practices. In *Kogan page limited*. <https://doi.org/10.1007/978-3-662-44152-7>
- Budriene, D., & Diskiene, D. (2020). Employee Engagement: Types, Levels and Relationship With Practice of Hrm. *Malaysian E Commerce Journal*, 4(2), 42–47. <https://doi.org/10.26480/mecj.02.2020.42.47>
- Butt, M. A., & Katuse, P. (2017). International Human Resource Management Practices in Automotive Industry in Pakistan: Implications for Economic Growth. *International Journal of Business and Management*, 12(2), 136. <https://doi.org/10.5539/ijbm.v12n2p136>
- Devender, S. M. (2014). HR Practices and Job Performance. *IOSR Journal of Humanities and Social Science*, 19(4), 55–61. <https://doi.org/10.9790/0837-19415561>
- Ekere, O. A., & Onuoha, B. C. (2021). Employee Welfare Practices and Work Performance of

- the Oil & Gas Industry in South Nigeria. *International Journal of Economics, Business and Management Studies (EBMS)*, October, 59–69. <https://doi.org/10.36713/epra1013>
- Farndale, E., McDonnell, A., Scholarios, D., & Wilkinson, A. (2020). Human Resource Management Journal: A look to the past, present, and future of the journal and HRM scholarship. *Human Resource Management Journal*, 30(1), 1–12. <https://doi.org/10.1111/1748-8583.12275>
- Fatema, T. J., & Sakib, U. K. (2022). Prioritization and Identification of Factors Affecting Bank Employees Retention and Its Influence on Productivity: a Conceptual Framework. *American International Journal of Business and Management Studies*, 4(1), 22–29. <https://doi.org/10.46545/aijbms.v4i1.281>
- Fernandes, C., Veiga, P. M., Lobo, C. A., & Raposo, M. (2023). Global talent management during the COVID-19 pandemic? The Gods must be crazy! *Thunderbird International Business Review*, 65(1), 9–19. <https://doi.org/10.1002/tie.22249>
- Fiedler, F. (1984). Leadership Effectiveness. In *university of Washington*.
- Hamza, P. A., Othman, B. J., Gardi, B., Sorguli, S., Aziz, H. M., Ahmed, S. A., Sabir, B. Y., Ismael, N. B., Ali, B. J., & Anwar, G. (2021). Recruitment and Selection: The Relationship between Recruitment and Selection with Organizational Performance. *International Journal of Engineering, Business and Management*, 5(3), 1–13. <https://doi.org/10.22161/ijebm.5.3.1>
- Haslinda, A. (2009). *Evolving Terms of Human Resource Management and Development*.
- Hitka, M., Lorincova, S., Potkany, M., Balazova, Z., & Caha, Z. (2021). Differentiated Approach to Employee Motivation in Terms of Finance. *Journal of Business Economic and Management*, 22(1), 118–134.
- Ibietan, J. (2010). Theories of Personnel Motivation in Organisations. *Multidisciplinary Journal of Research Development*, 15(2), 01–10.
- Ibrahim, A. U., & Daniel, C. O. (2019). Impact of Performance Appraisal on Employee Productivity in Nigeria Breweries Plc. *The International Journal of Business & Management*, 7(5), 360–368. <https://doi.org/10.24940/theijbm/2019/v7/i5/bm1905-044>
- Jashari, A., & Kutllovci, E. (2020). The impact of human resource management practices on organizational performance case study: Manufacturing enterprises in Kosovo. *Business: Theory and Practice*, 21(1), 222–229. <https://doi.org/10.3846/BTP.2020.12001>
- Jones, K. (2018). Work-Life Balance: Organizational Leadership and Individual Strategies among Successful Women Real Estate Brokers. *ProQuest Dissertations and Theses*, 180.
- Kihama, J. W., & Wainaina, L. (2019). Performance appraisal feedback and employee productivity in water and sewerage companies in Kiambu County, Kenya. *International Academic Journal of Human Resource and Business Administration*, 3(5), 376–393.
- Madhani, P. (2013). Human Resource Practices in Organizations: Measurement and Evaluation Techniques. *KHOJ Journal of Indian Management Research and Practices*, 3(3), 20–29.
- Manjunath, V. ., & Rajesh, C. (2015). Competency Based Compensation System - As a strategic HR Technique. *International Journal of Manpower*, 38(7), 780–810.
- Minh, H., & Nwachukwu, C. (2020). Strategic Human Resource Management, Organizational Culture and Academic Staff Retention: Literature Review. *Emi*, 12(October), 1805–353.
- Mobaraka, J., Musfiq, C., & Wasib, B. L. (2019). Impact of Training and Development on Employees' Performance: an analysis of quantitative data. *Nobel International Journal of*

*Business and Management Research*, 03(02), 25–33.  
<https://doi.org/10.1177/0019466220150308>

- Nahla, N., & Bouchetara, M. (2019). Competency-Based Pay at the Heart of the New Strategic Management: A Case Study and Courses of Action. *Arabian Journal of Business and Management Review*, 9(1), 1–7.
- Nnorom, G. K., Akpa, V. ., Egwuonwu, T. ., Akintaro, A. ., Shonubi, A. ., & Herbertso, A. . (2018). The effect of Compensation administration on employee productivity. *Arabian Journal of Business and Management Review (OMAN Chapter)*, 42(2), 113–131. <https://doi.org/10.36459/jom.2018.42.2.113>
- Obi, J. N. (2016). Performance appraisal as a tool for enhancing productivity in an organisation. *International Journal of Innovations in Sustainable Development*, 7(2), 1–35.
- Onafadeji, A., Ogunyemi, F., & Alarape, B. (2017). Human Resource Management and Employee Performance in Federal University of Technology Akure. *IOSR Journal of Business and Management*, 19(04), 95–104. <https://doi.org/10.9790/487x-19040295104>
- Ore, O., & Sposato, M. (2022). Opportunities and risks of artificial intelligence in recruitment and selection. *International Journal of Organizational Analysis*, 30(6), 1771–1782. <https://doi.org/10.1108/IJOA-07-2020-2291>
- Rawashdeh, A. M., & Tamimi, S. A. (2020). The impact of employee perceptions of training on organizational commitment and turnover intention: An empirical study of nurses in Jordanian hospitals. *European Journal of Training and Development*, 44(2–3), 191–207. <https://doi.org/10.1108/EJTD-07-2019-0112>
- Reagan, J. R. (2014). *The Individual and the Organization* (Issue May 2009).
- Rodjam, C., Thanasrisueb Wong, A., Suphuan, T., & Charoenboon, P. (2020). Effect of human resource management practices on employee performance mediating by employee job satisfaction. *Systematic Reviews in Pharmacy*, 11(3), 37–47. <https://doi.org/10.5530/srp.2020.3.05>
- Shuana, Z. N. (2017). Emerging Challenges of HRM in 21st Century: A Theoretical Analysis. *International Journal of Academic Research in Business and Social Sciences*, 7(3), 216–223. <https://doi.org/10.6007/IJARBSS/v7-i3/2727>
- Siramati, N. W., Surachman, Hadiwidjojo, D., & Rohman, F. (2016). Performance-Based Compensation Effect on Employee Motivation, Satisfaction of Employees, and Performance of Employees (Study on Private Universities in the Province of Bali): Conceptual Frameworks. *International Journal of Business, Economics and Law*, 11(2), 62–70.
- Stewart, L. M., Rosenzweig, J. M., Malsch Tamarkin, A. M., Brennan, E. M., & Lukefahr, J. (2022). Expanding Workplace Inclusion of Employees Who Are Parents of Children with Disabilities through Diversity Training. *Healthcare (Switzerland)*, 10(12), 1–17. <https://doi.org/10.3390/healthcare10122361>
- Teo, T. C., & Low, K. C. P. (2016). The impact of goal setting on employee effectiveness to improve organisation effectiveness: Empirical study of a High-Tech company in Singapore. *Journal of Business & Economic Policy*, 3(1), 82–97.
- Ugoani, J. N. (2020). Performance Appraisal and its Effect on Employees' Productivity in Charitable Organizations. *Business, Management and Economics Research*, 6(612), 166–175. <https://doi.org/10.32861/bmer.612.166.175>
- Vuković, B., Peštović, K., Mirović, V., Jakšić, D., & Milutinović, S. (2022). The Analysis of

- Company Growth Determinants Based on Financial Statements of the European Companies. *Sustainability (Switzerland)*, 14(2). <https://doi.org/10.3390/su14020770>
- Waltner, E. M., Rieß, W., & Mischo, C. (2019). Development and validation of an instrument for measuring student sustainability competencies. *Sustainability (Switzerland)*, 11(6), 1–20. <https://doi.org/10.3390/su11061717>
- Wangila, R. N., & Kiiru, D. (2019). Employee Relations Strategies and Performance of Water and Sewerage Service Provider in Nairobi City County, Kenya. *International Journal of Current Aspects*, 3(III), 14–27. <https://doi.org/10.35942/ijcab.v3iii.27>
- Xuecheng, W., Iqbal, Q., & Saina, B. (2022). Factors Affecting Employee's Retention: Integration of Situational Leadership With Social Exchange Theory. *Frontiers in Psychology*, 13(July), 1–13. <https://doi.org/10.3389/fpsyg.2022.872105>
- Zeb, A., Hazana Abdullah, N., Javaid, M., & Asad Khan, M. (2018). Impact of Human Capital Management Practices on Employees' Job Performance. *Journal of Physics: Conference Series*, 1049(1). <https://doi.org/10.1088/1742-6596/1049/1/012020>

