International Journal of Academic Management Science Research (IJAMSR)
ISSN: 2643-900X
Vol. 10 Issue 4 April - 2026, Pages: 83-91

Human Resource Management in Developing Countries: A Replication and Adaptation of Budhwar & Debrah (2013) for the Nigerian Context

Ubong Nna Isong1, Dr. Sunday, Musa Onalo2

1Doctorate Degree Program, Faculty of Management Sciences, Department of Business Administration Veritas University, Bwari, Abuja. Nigeria
uisong10@gmail.com
2Faculty of Management Sciences, Department of Business Administration Veritas, University, Abuja
onalosundaymusa@gmail.com

Abstract: *This study examines the adoption of Budhwar and Debrah human resource management in developing countries like Nigeria. Three research questions were formulated with the aim to identify the relationship of the concept and the three theory. The quantitative research design was adopted to understand the breadth and depth of HRM practices implemented in the telecommunication sectors. HR specialists, managers, and workers in Nigeria's telecommunication were selected with a 95% confidence level, a 5% margin of error, and a population variance, the study sought to gather data from a sample of at least 150 employees from Glo, MTN Nigeria, and Artel Nigeria. With the use of a 4-point Likert scale, the survey will include both closed-ended and open-ended items. The study concluded that there are national factors that confront IHRM in Nigeria; despite these national factors, organizations are partially aligning to IHRM with national policies to ensure standardization and some trends and update are considered for integrating IHRM standard in local content framework to ensure that there are no significant gaps. The study recommended that stakeholders and HRM practitioners should unfold some actors that could be considered to affect IHRM integration in Nigeria with the view to properly resolve these issues associated to national factors. There is need for proper review of the extent of alignment of organizations in Nigeria with IHRM best practice to set a pace for standardization. Continuous review of policy framework is needed to make quick up-scaling to IHRM standard without constraints.*

Keyword: *International Human Resource Management,* Developing Countries, Human Resource Management, *Policy Framework*

1.1 Introduction

Nigeria's labour market is plagued by high rates of underemployment and unemployment, as well as a sizable portion of the workforce working in the unorganized sector, (Ahmed & Popoola, 2021). Nigeria, the most populous nation in Africa, is renowned for its numerous ethnic, linguistic, and religious groups, (Akanbi, et al 2021). These variables have significant impact on organizational human resource practices. HRM situation is complicated by the country's 1999 transition to democracy, economic liberalism, direct foreign investments, and new regulations regarding HRM practices. Nigerian HRM is defined by a blend of official (laws, professional associations, regulatory organizations) and informal (culture, familial relationships, communal values) institutions, (Bem, et al 2022). The federal character concept and rules and regulations apply to public and private sector HRM in Nigeria. The private sector is more adaptable, changing its methods according to the situation, (Bondarouk & Ruël, 2019). Human Resource Management (HRM) is recognized as context-dependent, and its evolution is influenced by the unique institutional, cultural, political, and economic situations that exist in different countries worldwide, (Ada, 2023).

Globalization has facilitated the transfer of some HRM components from industrialized to developing countries, but its success and applicability have been influenced by a number of contextual factors, (Brewster & Vernon, 2016). In this regard, Budhwar & Debrah's seminal work "Human Resource Management in Developing Countries" (2018) established a framework for comprehending and contrasting different facets of HRM that are prevalent in a variety of settings within the context of numerous developing countries across the globe. However, a context-specific study on this topic is necessary due to Nigeria's complex and dynamic environment, heterogeneous society, and segmented corporate sector. Budhwar & Debrah's approach in a Nigerian context. It looks at how institutional elements such as political, cultural, economic, and regulatory systems affect human resource management in Nigeria.

1.2 Research Problem

The Budhwar-Debrah framework continues to have a strong capacity for explanation. It accurately predicted that national considerations would impede the widespread adoption of Western HRM, resulting in "hybridized" systems that are contextually rational but not globally ideal, (Femi, et al. 2019). Despite the explanatory strength of the Budhwar-Debrah framework, empirical studies in Nigeria remain limited, outdated and insufficiently responsive to recent disruption.

Most Nigeria HRM research predates COVID-19, rapid digitalization and the 2023 to 2026 economic shifts, leaving a gap in understanding how technology and involving institution and cultural dynamic affect present HRM practices, (Bondarouk, & Ruël

2019). Furthermore, little empirical works integrates International Human Resources Management and the level of institutional dynamics, particularly ethnicity and sub-national governance influences, existing studies are largely systematic review, lacking critical evaluation of HRM outcomes on inequality and poverty reduction, thereby constraints evidence-based policy and limiting HRM's potential contribution to sustainable national development.

1.3 Research Objectives

The research objective of the study are:

i. To evaluate the influence of national factors on HRM policies among telecommunication companies in Nigeria.
ii. To analyse the alignment between adopted western HRM models and local business.
iii. To propose an updated and context-specific HRM framework for Nigerian telecommunication companies.

1.4 Research Questions

i. What is the influence of national factors on HRM policies among telecommunication companies in Nigeria?
ii. In what way do telecommunication companies in Nigeria align with western HRM models?
iii. In what way can telecommunication companies in Nigerian get updated with specific HRM framework?

1.5 Scope of Study

The area of interest in this study will be HRM practices in Nigeria for private sector as well as the informal sector with a focus on large urban and regional centers. The study will cover different aspects of HRM practices in Nigeria with regards to Budhwar and Debrah policy for IHRM. Quantitative data will be used to collect information from HRM professionals, policymakers, and employees of different organizations.

The period of study will be from 2023 to 2026, which will cover the most recent trends in terms of regulatory frameworks, economic conditions, and sectoral changes. The study will be relevant at the national level with some modifications at sectoral and regional levels.

2.0 Literature Review

2.1 Conceptual Review

2.1.1 Concept of HRM

Human resource management is the process of hiring, selecting, training, and developing employees as well as providing suitable financial and non-financial incentives to create a motivated workforce that helps the company achieve its short-term and long-term objectives, (Anyadike, 2023). In addition Bondarouk & Ruël (2019) stated that other managerial tasks like orientation, training and development, performance evaluation, reward systems, and motivation, human resource management includes actions pertaining to recruiting and keeping people.

Furthermore, human resource management includes decisions and actions meant to effectively manage the workforce and implement strategies that encourage employees willingness to stay with the company, (Mark, 2024). Tende & Alagah (2017), argued that HRM is the strategic approach that encompasses all organizational efforts to identify both general and specific employee needs, find talent through recruitment, develop their skills through training, and motivate them to remain with the company. Samson (2025) concurred with this viewpoint and stated that human resource management essentially acknowledges that workers are considered assets that require enough investment through suitable training and development in order to sustain their relevance within the organizational setting. HRM plays a crucial role in fostering employee interactions. HRM serves as a conduit between management and employees, encouraging communication and resolving any problems.

New trends in HRM foster employee sustainability. According to Longe (2024), organizations are currently focusing on effective HRM practices as a strategic method to create transparent, adaptable, and compassionate management. These characteristics act as catalysts for the development of industrial harmony in work environments. Developing and implementing policies and procedures that promote fairness, equity, and participation is essential for achieving industrial harmony, and HRM is better equipped to provide these needs as part of its objectives in the workplace, (Mark, 2024). These policies and procedures include the recruitment and selection policy, grievance handling system, work-life balance programs, health and safety policy, and communication and collaboration strategies, (Ahmed & Popoola, 2021). In order to establish industrial harmony through effective collective bargaining procedures at work, problem-solving techniques actually help to maintain a controllable level of friction in working relationships within organizations, (Mark, 2024.

2.1.2 The influence of national factors on HRM policies among telecommunication companies in Nigeria

People with a variety of values, beliefs, and behavioral orientations make up the workforce. Because they directly affect development, productivity, and overall performance, employees are essential to success of an organization, (Femi et al., 2019). Industrial harmony, also known as effective employee-management collaboration, is crucial for organizational sustainability and efficiency (Ahmed & Popoola, 2021). However, because of fundamental differences in interests, especially with regard to salaries, working conditions, and employment regulations, industrial conflict is frequently unavoidable.

Economic, social, political, and legal frameworks all influence how HRM policies and practices are implemented. Therefore, understanding the procedures, ideologies, and difficulties of national HRM models requires a thorough understanding of historical and cultural settings (Hofstede, 1991). With a population of over 200 million, Nigeria is the most populous nation in

Africa. Nigeria is among the most appealing nations in Africa for foreign investment due to its population and highly skilled labour force. This is why Ahmed & Popoola (2021) stated it is essential for both local and foreign businesses to develop skills and make use of local expertise as their presence in Nigeria grows. Understanding human resource management (HRM) and, more importantly, the factors that impact HRM in Nigeria will be essential to Nigerian corporate operations and, as a result, their success. As a result, task completion is entwined with regional traditions, customs, and the larger cultural context (Bem et al., 2022).

The difficulties facing HRM practices in Nigeria have been attributed to a variety of issues. Nigeria's cultural variety has had an impact on HRM practices across the country, (Ghemawat, 2025). Nigeria demonstrates a strong dependence on cultural, linguistic, religious, gender, and educational background when evaluating employment opportunities. This suggests that the previously listed criteria determine an average Nigerian's employment prospects.

2.1.3 The alignment between adopted western HRM models and local business.

Local responsiveness to global HRM is a area of HRM that has received significant research from other countries. The Nigeria context is limited but from existing literature from other context established that the integration required detailed coordination to match with local content. From empirical study, Rugman & Verbeke's (2024) stated that majority of banks focus their global talent and international human resource management operations inside key regional blocs rather than operating internationally. Similar to this, Ghemawat (2025) questioned the notion of a "flat world" by introducing the idea of semi-globalization, which captures the persistence of regional and national disparities in the distribution of power and activity among regions and sub-regions.

Certain subsidiaries are given regional or worldwide responsibility for particular tasks or competencies under the mandate plan for HRM, (Ghemawat, 2025). The portfolio strategy is made up of comparatively independent national activities that are coordinated at the national level. Crucially, the balance between local responsiveness and International HRM prompt for personnel and talent portfolios needed to execute them, (Liu et al., 2025; Morris et al., 2016). These viewpoints place national variables rather than only the global or national levels at the center of strategic decision-making and the analysis of HRM and Global Talent Management cooperation. Rugman and Verbeke (2018) further stressed that by managing human capital across nations, coordinating information flows, and aligning practices to aid in the operationalization of international plans.

In general, HRM refers to the entire set of procedures for overseeing every employee (Wright & McMahan, 2021). Because it regulates HRM practices for the entire employee base in host-country institutional contexts and must ensure institutional legitimacy, legal compliance, and cultural fit within each national context, IHRM is structurally geared toward local responsiveness, (Brewster et al., 2016). IHRM, on the other hand, is fundamentally oriented toward global integration since it aims to find, compare, and deploy high-potential individuals and high performers whose value depends on cross-border comparison, mobility, and deployment (Collings & Mellahi, 2019; Morris et al., 2016). IHRM can be inclusive (seeing all employees as having the potential to be developed and deployed) or exclusive (seeing talent as a carefully chosen subset of high-performing or high-potential individuals), but in practice, the exclusive logic is more common (Kasahara et al., 2025).

Thus, while GTM is primarily exclusive and accomplished through global or regional integration, IHRM is intrinsically inclusive and locally rooted in the global environment. In Asia, where significant institutional and cultural diversity simultaneously increases the need for local responsiveness and emphasizes the strategic significance of regional-level talent integration, this imbalance becomes especially noticeable (Vaiman et al., 2022). In order to create an efficient people and talent portfolio at the regional level, the IHRM–GTM architecture explains how regionally integrative GTM systems and locally adaptive IHRM practices are combined and implemented through regiocentric coordination mechanisms within a specific regional strategy type (Liu et al., 2025; Morris et al., 2016). This conceptual synthesis lays the groundwork for a more practical analysis of the alignment between GTM and IHRM within regional plan types.

2.1.4 Integrating International Human Resource Management in Developing Countries

The importance of placing the idea of HRM in the context of emerging nations has been emphasized by Budhwar & Debrah (2013) and other scholars. According to North (1990) and DiMaggio & Powell (1983), institutional theory helps to comprehend the normative, mimetic, and coercive forces on the organization. Segmented business system theory is another significant theory.

The Constitution, the Labour Act (Cap L1 LFN 2004), the Trade Unions Act, the Trade Disputes Act, the National Industrial Court Act, the Employees' Compensation Act (ECA) 2010, the Pension Reform Act (PRA) 2014, the Factories Act, the Industrial Training Fund (ITF) Act, the Immigration Act, and the Nigeria Data Protection Act (NDPA) 2023 serve as the foundation for Nigeria's labor laws.

It is important to remember that corruption is not a factor in the implementation of these regulations. ILO conventions are pertinent to Nigerian labor legislation even if they are not legally obligatory on member nations. When determining labor rights, the National Industrial Court must rely on the ILO treaties. It is important to remember that Nigeria has ratified over 40 ILO agreements, including fundamental ones on nondiscrimination, freedom of association, and the right to collective bargaining.

2.2 Theoretical Framework

Several theoretical frameworks provide an understanding of the relationship between HRM and industrial peace:

2.2.1 The Theory of Industrial Relations (Dunlop, 1958)

According to this view, a balance of power between employers, employees, and regulatory bodies maintains industrial harmony. HRM ensures compliance with labor regulations and collective bargaining agreements by serving as a liaison between university administration and unions in Nigerian institutions, (Fajana et al., 2011).

2.2.2 Social Exchange Theory (SET)

In this subject, this is the most important theory. According to SET, relationships grow into mutual commitments, loyalty, and trust over time when all parties involved adhere to certain exchange principles, such as reciprocity (Cropanzano and Mitchell 2005). Employees respond with more commitment, loyalty, and a decreased chance of conflict when businesses invest resources in their staff through just HR policies (such as fair salary, development, and recognition) (Uvais, 2012). One of the main causes of industrial conflict is the breach of this psychological contract, which is commonly seen in Nigeria as a result of unpaid wages or harsh treatment.

2.2.3 The Harvard Paradigm of HRM

This paradigm emphasizes different stakeholders' interests. It implies that stakeholder interests (e.g., shareholders, management, employees, government) and contextual elements (e.g., labor market conditions, regulations) have an impact on HRM policy. The long-term effects include societal health, organizational effectiveness, and individual well-being (Beer et al., 1984). Successful HRM in Nigeria must balance the welfare demands of workers and unions with the profit-driven objectives of management in a complex legal and economic environment.

2.3 Empirical Studies and Trends

The adoption of digital Human Resource Management (HRM) methods and their effect on workforce performance inside organizations were investigated by Akanbi et al. (2021). Nigerian finance: The study used a descriptive research approach and targeted HR experts from several banks in Lagos State, Nigeria. A sample size of 150 respondents was chosen from a population of 500 employees using stratified random selection. Multiple regression analysis was used to examine the data that was gathered via structured questionnaires. The results showed that staff productivity and operational efficiency are greatly increased by digital HRM methods, particularly e-recruitment and e-training. The study's shortcomings, however, include its restriction to Lagos State, which may limit the conclusions' applicability to Nigeria's various areas.

Disentangling the Concept of e-HRM: A Conceptual and Empirical Analysis," a thorough analysis, was carried out by Bondarouk and Ruël (2019). By combining conceptual frameworks with empirical data, the study sought to shed light on the complex nature of electronic human resource management (e-HRM). 56 Abuja Journal of Business and Management, 4(1), 2026 geographic population, location, sample research size, or design, as well as specific methods for data collection and analysis, were not specified in the study, despite the authors' thorough literature review and theoretical insights. The capacity to extrapolate results across various organizational contexts is hampered by this lack of empirical specificity.

The study "Strategic Management, Human Resource Capital, and Competitive Advantage: Is the Field Going in Circles?" was carried out by Delery and Roumpi (2017). The study focuses on the theoretical foundations of strategic human resource management (SHRM) and how it relates to competitive advantage and human capital. The authors highlight conflicts between SHRM and strategic human capital literature by critically examining how the resource-based perspective (RBV) is applied in SHRM research. They put forth a conceptual model that contends that HRM practices influence mobility limitations in addition to improving employee skills and motivation in order to create a sustainable competitive advantage. This study's conceptual character and lack of empirical evidence to support the suggested paradigm are significant limitations.

A study was carried out by Kumar and Kumar (2023). "Impact of e-training on trainee experience and self-evaluation." The study focused on thirty hydroelectric plants and was conducted in North India. The study, which used a quantitative research approach, focused on workers in these companies and gathered information from a sample of 853 individuals using a structured questionnaire. Partial least squares-structural equation modeling (PLS-SEM) was used to evaluate the data and look for correlations between the variables. The results showed that organizational support and infrastructure have a major impact on how beneficial e-training is regarded, with trainer skills and material design also being important factors. Additionally, it was discovered that good trainee experiences improved self-assessment results.

However, the study's narrow emphasis on a particular industry inside a constrained geographic area would limit how broadly its conclusions can be applied.

The goal of Osibanjo et al.(20200 study, "Digital HR Transformation and Its Effect on Employee Engagement in the Banking Sector," was to find out how employee engagement in Nigerian banks was affected by digital HR transformation. The study used a descriptive survey research design and was carried out in Lagos State, Nigeria. Stratified random selection was used to choose 200 respondents from the population, which included HR specialists and workers from different banks. Structured questionnaires were used to gather data, and multiple regression analysis was used to examine the connection between employee engagement levels and digital HR transformation activities. The results showed that the use of digital HR practices, like e-learning, e-performance management, and e-recruitment, improved employee engagement communication by simplifying procedures and giving workers more access to HR services.

2.4 Gap in Literature

Based on this literature review, empirical studies writing Nigeria telecommunication sector remain scare and fragmented. Prior research largely generalise across industries, neglecting sector-specific dynamisc, institutional complexities and recent digital transformations, thereby limiting understanding of how national factors concretely shape HRM policies and their effectiveness in practices.

3.0 Research Methods

The necessary data will be gathered for this study using a convergent parallel quantitative research design, which will allow the quantitative data on HRM practices implemented in the sectors. HR specialists, managers, and workers in Nigeria's telecommunication sector. With a 95% confidence level, a 5% margin of error, and a population variance, the study sought to gather data from a sample of at least 150 employees from Glo, MTN Nigeria, and Artel Nigeria. Data from workers in the telecommunications industry was gathered using the purposeful sampling technique.
HR specialists are among the participants.

In order to get the necessary information on the following topics of interest, the questionnaire was employed as a research tool in this study. With the use of a 4-point Likert scale, the survey will include both closed-ended and open-ended items. Twenty HR experts will receive the questionnaire in order to pilot evaluate its validity and reliability. The reliability of the questionnaire will be evaluated using Cronbach alpha. A reliability coefficient of at least 0.7 is recommended. The data was analysed using mean and standard deviation.

4.0 Analysis and Discussion

4.1 Data Analysis

Table 4.1.1 Demographic Characteristics

Demographic Distribution of Respondents			
Variables of Demographics	**Respondents**	**No of Respondents**	**Percentage (%)**
Gender	Male	105	70
	Female	45	30
Age	26-35	34	23
	36-45	57	38
	46-55	50	33
	56 years & above	9	6
Marital Status	Single	56	37
	Married	69	46
	Saparated	25	17
Educational	BS.c	87	58
	MS.c	45	30
	Ph.D	18	12
Length of Service	1-10	91	61
	11-20	35	23
	20 years and above	24	16
Organisation	MTN	56	37
	GLO	47	31
	ARTEL	47	31
Total		**150**	**100**

Source: (Field Survey: 2026)

The demographic distribution has important implications for the study validate and interpretation of HRM practices in Nigeria's telecommunication sector. The dominance of male respondents (70%) suggests a gender imbalance, potentially biasing findings to wards male perspectives on HRM policies. The concentration of respondents within the 36-55 age bracket (71%) and majority being married (46%) indicates a mature and experienced workforce, likely to provide informed but possibly conservative views on organizational practices. Educationally, most respondents possess at least a BS.c (58%) and MS.c (30%), implying a relatively skilled workforce capable of critically engaging with HRM system. However, the limited Ph.D respondents (12%) many restrict deeper analytical insights. The high proportion of employees with 1-10 years of service (61%) suggests that respondents may reflects early-to-career experiences rather than long term institutional perspective. The fairly balanced representation across MTN Nigeria, Globalcom (GLO) and Airtel Nigeria enhances comparative validity, though slight dominance of MTN respondents (37%) may subtly influence overall findings.

4.2 Data Analysis based on Research Questions

Table 4.2.1 Influence of national factors on HRM policies among telecommunication companies in Nigeria

Response	Number	Total	Mean	St.d	Remark

National cultural values significantly influence recruitment and selection practice in my organisation	150	420	2.8	0.122	Agreed
Government regulations and labour laws shape the implementation of HRM polices in my company	150	410	2.7	0.128	Agreed
Economic conditions in Nigeria affect employee compensation and reward systems in my organization	150	435	2.9	0.119	Agreed
Social factors such as religion, ethnicity and language influences HR decisions and workplace interactions	150	390	2.6	0.129	Agreed
Total	**600**	**1,655**	**2.7**		**Agreed**

Source: (Field Survey: 2026)

Table 4.2.1 showed a strong consensus that national factors significantly influence HRM policies in Nigeria telecommunication companies. All item in the responses recorded mean scores above the acceptance benchmark, conforming general agreement among respondents. Specifically, economic conditions (X=2.9,SD=0.119) ranked highest, suggesting that inflation, cost of living and market instability strongly shape compensation and rewards systems. National values (X=2.8,SD=0.122) also exert considerable influence on recruitment and selection practices, reflecting the role of societal norms in employment decisions. Government regulations and labour laws (X=2.7,SD=0.128) moderately influence HRM policy implementation, indicating compliance obligations, though possibly affected by enforcement inconsistencies. Social factors such as religion, ethnicity and language (X=2.6,SD=0.129) showed the least influence but still remain significant in shaping workplace interactions. The overall mean (x=2.7) confirms that national factors collectively plays a critical role in shaping HRM processes in the sector.

Table 4.2.2: Table Alignment between Adopted Western HRM Models and Local Business

Response	Number	Total	Mean	St.d	Remark
Western HRM practice adopted in my organization are well adapted to local Nigeria business realities	150	435	2.9	0.119	Agreed
There is a strong alignment between global HRM standards and local cultural practices my organization	150	390	2.6	0.129	Agreed
My organization effectively modifies western HRM models to suit local workforce needs	150	430	2.8	0.122	Agreed
The use western HRM practices improves organization performance despite local differences	150	410	2.7	0.125	Agreed
Total	**600**	**1,680**	**2.8**		**Agreed**

Source: (Field Survey: 2026)

Table 4.2.2 showed that there is a generally positive perception of the alignment between Western HRM models and local business realities in Nigeria telecommunication companies. All items recorded mean values above the acceptance benchmark ($\bar{X} \geq 2.50$), indicating overall agreement among respondents. Specifically, the statement that Western HRM practices are well adapted to local Nigerian business realities recorded the highest mean (X=2.9,SD=0,119) suggesting that organizations are effectively localizing global practices, similarly, the ability of organizations to modify Western HRM models to suit local workforce needs (X=2.8, SD=0.122) reflects a strong trend towards hybridization. The perception that Western HRM practices improve organizational performance (X=2.7,SD=0.125) further supports their relevance despite contextual differences. However, the relatively lower mean for alignment between global HRM standards and local cultural practice (X=2.6,SD=0.129) indicates some existing gaps in cultural integration. The low standard deviation values across all items indicate consistency in responses. The overall mean (X=2.8) confirms that while alignment exists, it is achieved through adaptation rather than direct adoption of Western HRM models.

Table 4.2.3 Table Updated and Context-Specific HRM Framework for Nigerian Telecommunication Companies.

Response	Number	Total	Mean	St.d	Remark
Technological factor such as AI, digital HRM, are use in line with global HRM framework	150	420	2.8	0.122	Agreed
Economic factors like inflation, market conditions are considered with IHRM	150	420	2.8	0.122	Agreed
Sociocultural factor like values, beliefs and diversity are implemented to align with IHRM	150	430	2.8	0.122	Agreed
Significant alignment with IHRM models	150	410	2.7	0.125	Agreed
Total	**600**	**1,680**	**2.8**		**Agreed**

Source: (Field Survey: 2026)

Table 4.2.3 showed that there is a generally positive perception of tupdate with Western HRM models in Nigeria telecommunication companies. All items recorded mean values above the acceptance benchmark ($\bar{X} \geq 2.50$), indicating overall agreement among respondents. Specifically, the statement that technological factor such as AI, digital HRM, are use in line with global HRM framework recorded the highest mean (X=2.8,SD=0,122) suggesting that economic factors like inflation, market conditions are considered with IHRM (X=2.8, SD=0.122) reflects a strong trend towards hybridization. The perception that Western HRM practices improve organizational performance (X=2.8, SD=0.122) further supports their relevance despite contextual differences. Also, Sociocultural factor like values, beliefs and diversity are implemented to align with IHRM (X=2.8,SD=0.122) indicates some existing gaps in cultural integration. Significant alignment with IHRM models. The overall mean (X=2.8) confirms that updated and context-specific HRM framework for Nigerian Telecommunication companies.

4.3 Discussion of the Finding

The result for research question one indicated that there are some that national factors that influence HRM policies in Nigeria telecommunication companies. This agreed with existing studies reviewed in the literature. According to Ahmed & Popoola (2021), industrial harmony, also known as effective employee-management collaboration, is crucial for organizational sustainability and efficiency. This is supported with economic, social, political, and legal frameworks which influence how HRM policies and practices are implemented. Therefore, understanding the procedures, ideologies, and difficulties of national HRM models requires a thorough understanding of historical and cultural settings (Hofstede, 1991).

The result for research question two established that generally positive perception of the alignment between Western HRM models and local business realities in Nigeria telecommunication companies, (Rugman and Verbeke (2018) further stressed that by managing human capital across nations, coordinating information flows, and aligning practices to aid in the operationalization of international plans. In general, HRM refers to the entire set of procedures for overseeing every employee (Wright & McMahan, 2021). Because it regulates HRM practices for the entire employee base in host-country institutional contexts and must ensure institutional legitimacy, legal compliance, and cultural fit within each national context, IHRM is structurally geared toward local responsiveness, (Brewster et al., 2016). IHRM, on the other hand, is fundamentally oriented toward global integration since it aims to find, compare, and deploy high-potential individuals and high performers whose value depends on cross-border comparison, mobility, and deployment, (Collings & Mellahi, 2019; Morris et al., 2016).

The result for research question three revealed that updated and Context-specific HRM framework for Nigerian telecommunication companies are been worked on in the industry. This agreed with the findings of some existing studies. The importance of placing the idea of HRM in the context of emerging nations has been emphasized by Budhwar & Debrah (2013) and other scholars. According to North (1990) and DiMaggio & Powell (1983), institutional theory helps to comprehend the normative, mimetic, and coercive forces on the organization. Segmented business system theory is another significant theory.

The Constitution, the Labour Act (Cap L1 LFN 2004), the Trade Unions Act, the Trade Disputes Act, the National Industrial Court Act, the Employees' Compensation Act (ECA) 2010, the Pension Reform Act (PRA) 2014, the Factories Act, the Industrial Training Fund (ITF) Act, the Immigration Act, and the Nigeria Data Protection Act (NDPA) 2023 serve as the foundation for Nigeria's labor laws.

5. Conclusion and Recommendation

5.1 Conclusion

Based on the findings of the study on the three research questions, the study provided the following research conclusion as policy implication for stakeholders in the telecommunication industry.

i. There are national factors that confront IHRM in Nigeria. The study highlighted cultural, political, economic and ethnicity as strong national variables.

ii. The study identified that despite these national factors, organizations are partially aligning to IHRM with national policies to ensure standardization.
iii. The study further established that some trends and update are considered for integrating IHRM standard in local content framework to ensure that there are no significant gap.

5.2 Recommendations

i. Stakeholders and HRM practitioners should unfold some actors that could be considered to affect IHRM integration in Nigeria with the view to properly resolve these issues associated to national factors.
ii. There is need for proper review of the extent of alignment of organizations in Nigeria with IHRM best practice to set a pace for standardization.
iii. Continuous review of policy framework is need to make quick up-scaling to IHRM standard without constraints.

References

Ahmed, J. A., & Popoola, E. K. O. (2021). Conflict Management and Employee Performance in Nigeria Public Sector: A Case Study of the Oke-Ogun Polytechnic, Saki, Oyo State. *African Scholar Journal of Mgt. Science and Entrepreneurship* 23 (7), 247–60.

Akanbi, T. A., Oduyoye, O. O., & Adegbite, O. S. (2021). Digital HRM adoption and workforce performance: A review of Nigerian financial institutions. African *Journal of Business and Economic Studies,* 3(1), 45-63.

Beer, M., Spector, B., Lawrence, P. R., Mills, D. Q., & Walton, R. E. (1984). *Managing Human Assets: The Groundbreaking Harvard Business School Program.* The Free Press.

Bem, V. M., Chia, T. C., & Abomtse, A. D. (2022). Human Resource Management Challenges in Nigeria Under a Globalized Economy. *Sapientia Global Journal of Arts, Humanities and Development Studies* 5 (2), 235–50.

Bondarouk, T., & Ruël, H. J. M. (2019). Disentangling the concept of e-HRM: A conceptual and empirical analysis. *International Journal of Human Resource Management*, 30(2), 219 246.

Brewster, C., Sparrow, P., & Vernon, G. (2016). *International Human Resource Management* (4th ed.). London: Chartered Institute of Personnel and Development.

Budhwar, P. S., & Debrah, Y. A. (2013). *Human resource management in developing countries* (2nd ed.). Routledge.

Collings, D. G., & Mellahi, K. (2009). Strategic talent management: A review and research agenda. *Human Resource Management Review*, 19(4), 304–313

Delery, J. E., & Roumpi, D. (2017). Strategic human resource management, human capital, and competitive advantage: Is the field going in circles? *Human Resource Management Journal*, 27(1), 1-21.

Fajana, S., Elegbede, T., & Gbajumo-Sheriff, M. 2011. Human Resource Management Practices in Nigeria. *Journal of Management and Strategy,* 2(2), 57-62.

Femi, A. F., Asaleye, A. J., Arisukwu, O. & Rasak, B. (2019). Industrial Conflict and Collective Bargaining: Evidence from North Central Region of Nigeria. *International Journal of Mechanical Engineering and Technology* 10 (3), 80–8

Gerhart, B, & Fang, M. (2015). Pay, Intrinsic Motivation, Extrinsic Motivation, Performance, and Creativity in the Workplace: Revisiting Long-Held Beliefs. *Annual Review of Organizational Psychology and Organizational Behavior* 2, 1–64.

Govaerts, N., & Kyndt, E. (2016). Learning and retention in SMEs: The role of development opportunities and support. *Vocations and Learning*, 9(2), 207–221.

Hofstede, G. (1991). *Culture and Organisations: software of the mind.* London, Harper Collins Business

Kasahara, T., Sekiguchi, T., & Pan, H. (2025). Global talent management as a bridging mechanism: Link ing headquarters' involvement and lateral knowledge transfer in multinational corporations. The International Journal of Human Resource Management. h t t p s : / / d o i . o r g / 1 0 . 1 0 8 0 / 0 9 5 8 5 1 9 2 . 2 0 2 5 . 2 5 9 0 5 4 1

Kim, S., & Fernandez, S. (2017). Employee empowerment and turnover intention in the U.S. federal government: The mediating role of job satisfaction. *Public Management Review,* 19(5), 655–676. ht

Kumar, S., & Kumar, A. D. (2023). E-training impact on trainee experience and self assessment. *Journal of Workplace Learning*, 35(7), 599-612.

Kuvaas, B. (2008). An exploration of how the employee–organization relationship affects the linkage between perception of developmental human resource practices and employee outcomes. *Journal of Management Studies*, 45(1), 1–25.

Liu, Y. (2024). Asia's distinctive role in nurturing regional cooperation, managing global risks, and cultivating responsible leaders for sustainable development. *Asian Business & Management,* 23, 511 518.

Longe, O. (2024). Industrial Relations and Industrial Harmony: Connecting the Constructs for Goals Accomplishment in Nigerian Workplace. *Nigerian Journal of Management Sciences* 25 (2), 147–57.

Mark, O. (2024). Impact of Human Resources Management Activities on Staff Development and Performance at Nigeria National Information Technology Development Agency (NITDA). *African Journal of Management and Business Research* 16 (1), 185–205.

Morris, S. S., Snell, S. A., & Björkman, I. (2016). An architectural framework for global talent management. *Journal of International Business Studies*, 47(6), 723–747.

Osibanjo, A. O., Falola, H. O., & Akinbode, J. O. (2020). Digital HR transformation and its effect on employee engagement in the banking sector. *Nigerian Journal of Business and Management Studies,* 10(2), 88-102.

Paauwe, J., & Boselie, P. (2003). Challenging 'strategic HRM' and the relevance of the institutional setting. *Human Resource Management Journal,* 13(3), 56–70.

Rugman, A. M., & Verbeke, A. (2024). A perspective on regional and global strategies of multinational enterprises. *Journal of International Business Studies,* 35(1), 3–18.

Samson, A. (2025). Human Resource Reengineering and Firm Performance in North-Central Nigeria. *International Journal of Public Management and Social Science Research* 1 (1), 1 10.

Tende, F. B. & Alagah, A. D. (2017). Influence of Human Resource Planning on Organizational Performance of Fast Food Companies in Port Harcourt, Nigeria. *Imperial Journal of Interdisciplinary Research* 3 (11), 410–18.

Wright, P. M., & McMahan, G. C. (2021). Exploring Human Capital: Putting Human back into strategic human resource management. *Human Resource Management Journal,* 21(2), 93–104.