

Adopting International Best Practices in Human Resource Management for Abuja Municipal Council (AMAC)

AKINOSI, Olatunji Akanni

PhD student, Department of Political Science, Federal University Lokoja, Nigeria

Email: tunjiakinosi@yahoo.com

Abstract

This study aims to explore international best practices in human resource management with the purpose of adopting same for Abuja Municipal Area Council, (AMAC). The study relied on secondary sources of data and adopted thematic style of analysis as its methodology. Consequently, relevant internal documents, such as HRM policy manuals, performance reports, and recruitment records were consulted, including relevant books, journals, government publications and internet materials. Findings revealed among others that there is a wide gap between HRM practices in AMAC and international best practices. Based on the findings, the paper recommends among others that by introducing standardized and transparent recruitment processes for example, that include clear criteria and assessment tools that will ensure fairness and effectiveness, AMAC will significantly enhance its HR practices to measure up to internal best practices. Also, AMAC should develop a comprehensive recruitment policy that aligns with international best practices and adapt to local conditions.

Keywords: *Adopting, International best practices, Human Resource Management, Municipal Council.*

Introduction/ Background

Undoubtedly, what it takes to achieve the goals of any form of organization is effective and efficient management of both human and material resources (Edino, Paul and Haruna, 2014). Essentially, the globalization of organizational practices has necessitated the importance of adopting international best practices in Human Resource Management to enhance organizational performance and competitive advantage. In emerging economies, like Nigeria, there is a growing recognition of the need to integrate these global standards to address both local and international demands. Therefore, this study focuses on the Abuja Municipal Area Council (AMAC) and explores how the adoption of international best practices in HRM can optimize its operational efficiency and service delivery. AMAC, the governing body for the Federal Capital Territory (FCT) of Nigeria, is pivotal in the administration of public services in the capital. With the expanding complexity of governance and public administration, there is an increasing need for AMAC to align its HRM practices with internationally recognized standards. International best practices in HRM typically encompass a range of strategic and operational approaches, including recruitment and selection, performance management, employee development, and compensation (Schuler & Jackson, 1987). These practices are designed to improve organizational effectiveness, employee satisfaction, and overall productivity (Paauwe, 2004). In the context of Abuja Municipal Area Council, adopting international HRM practices presents several challenges and opportunities. Nigeria's HRM practice has traditionally been characterized by a mix of formal and informal practices, often influenced by cultural and socio-economic factors (Akanji, 2009). Buttressing, Onah, 2003 in Edino, et al, (2014) asserts that the process of recruitment, selection and placement in Nigeria public service are consummated by marrying the lists of job seekers from different politicians and publishing same. However, as the Nigerian economy becomes increasingly integrated into the global market, there is a pressing need

for public sector organisations like AMAC to adopt practices that are in line with international best practices or standards (Ezeani, 2010, Edino and Musa, 2024).

Research indicates that the adoption of international best practices can lead to improved organizational outcomes, such as enhanced employee performance and satisfaction, greater organizational commitment, and more effective talent management (Becker & Huselid, 1998). For instance, high-performance work systems, which are part of these best practices, have been shown to positively impact organizational performance through better recruitment and selection processes, comprehensive training programs, and effective performance management systems (Huselid, 1995).

Furthermore, integrating international HRM practices in AMAC can contribute to addressing specific challenges faced by the council, such as the need for improved service delivery, enhanced employee engagement, and more effective management of human capital. By aligning with global standards, AMAC can potentially overcome some of the inefficiencies and issues that have historically plagued public sector HRM in Nigeria (Ogunyemi, 2013).

Statement of the Problem

The Abuja Municipal Council (AMAC) faces significant challenges in its Human Resource Management (HRM) practices that affect its operational efficiency and overall performance. As the governing authority for the Federal Capital Territory of Nigeria, AMC is tasked with managing a diverse and growing workforce while providing essential public services in an increasingly complex environment. Despite its crucial role, AMC's HRM practices have often been criticized for their inefficiency, lack of strategic alignment, and failure to meet contemporary standards of public sector management (Ezeani, 2010). One major issue is the disparity between AMAC's current HRM practices and international best practices. This gap is evident in several areas, including recruitment and selection, performance management, employee development, and compensation. For example, AMAC's recruitment processes often lack transparency and rigor, leading to concerns about fairness and effectiveness (Akanji, 2009). Performance management systems are frequently criticized for being outdated and ineffective, resulting in low employee motivation and suboptimal service delivery (Huselid, 1995). Additionally, there is a notable deficiency in employee development programs and compensation strategies that align with global standards, which impacts employee retention and overall productivity (Paauwe, 2004).

Thus, the failure to adopt international best practices in HRM not only affects AMAC's operational efficiency but also undermines its ability to attract and retain skilled professionals, ultimately impacting the quality of public services provided to the residents of the Federal Capital Territory. This misalignment with global HRM standards hampers AMAC's potential to improve its organizational effectiveness and to address the evolving demands of public administration in a rapidly globalizing environment (Becker & Huselid, 1998). Therefore, there is a pressing need more than ever, to investigate how the adoption of international best practices in HRM can address these deficiencies, enhance AMAC's operational capabilities, and improve service delivery.

Objectives of the Study

The primary objective of this study is to assess the potential benefits and challenges of adopting international best practices in Human Resource Management (HRM) within the Abuja Municipal Council (AMAC). The specific objectives are:

1. **Evaluate Current HRM Practices:** To critically examine the existing HRM practices at AMC and identify gaps relative to international best practices. This involves analyzing recruitment and selection procedures, performance management systems, employee development programs, and compensation strategies.
2. **Identify Key International Best Practices:** To review and define the international best practices in HRM that are most applicable to the public sector, with a focus on those that could be effectively integrated into AMAC's HRM framework.
3. **Assess the Impact of Adopting Best Practices:** To evaluate how the adoption of these international HRM best practices could impact AMAC's organizational performance, including improvements in employee satisfaction, productivity, and service delivery.
4. **Develop a Strategic Framework:** To propose a strategic framework for implementing international HRM best practices within AMAC. This framework will address potential challenges and provide actionable recommendations for aligning AMAC's HRM practices with global standards.
5. **Provide Policy Recommendations:** To offer policy recommendations based on the study's findings that can guide AMAC in enhancing its HRM practices and achieving better outcomes in public service management.

Clearly, these objectives aim to bridge the gap between AMAC's current HRM practices and international standards, ultimately contributing to more effective governance and improved service delivery in the Federal Capital Territory of Nigeria.

Method of the Study

Research Design

This study employs a qualitative research design to gain in-depth insights into the current Human Resource Management (HRM) practices at Abuja Municipal Area Council (AMAC) and to explore how adopting international best practices could enhance these practices. Qualitative research is particularly suited for this study as it allows for a comprehensive understanding of the complexities and degrees of HRM practices and facilitates the exploration of subjective experiences and perceptions of key stakeholders (Creswell & Poth, 2018). Consequently, the study relied on secondary sources of data with the adoption of thematic analysis

Data Collection Methods

1. **In-Depth Interviews:** Semi-structured interviews were conducted with key stakeholders within AMAC, including HR managers, department heads, and selected employees. The semi-structured format allows for flexibility in exploring topics such as existing HRM practices, perceived challenges, and the potential benefits of international best practices. The interviews will be guided by a set of predetermined questions but will also allow for open-ended responses to capture detailed insights (Bryman, 2016).
2. **Focus Groups:** Focus group discussions will be organized with groups of AMAC employees and managers to gather diverse perspectives on HRM practices and the impact of proposed changes. This method will facilitate interactive discussions and uncover collective viewpoints on the effectiveness of current practices and the perceived value of adopting international standards (Krueger & Casey, 2015).

3. **Document Analysis:** An analysis of relevant internal documents, such as HRM policy manuals, performance reports, and recruitment records, will be conducted. This will provide a factual basis for understanding current practices and identifying discrepancies between existing procedures and international best practices.

Data Analysis

Data will be analyzed using thematic analysis, which involves identifying and interpreting patterns and themes within qualitative data (Braun & Clarke, 2006). The process will include the following steps:

1. **Transcription:** All interviews and focus group discussions will be transcribed verbatim to ensure accurate data representation.
2. **Coding:** Initial codes will be generated from the data to identify key concepts and themes related to HRM practices and international best practices. This process will involve open coding to allow for the discovery of emergent themes.
3. **Theme Development:** Codes will be grouped into themes that reflect significant patterns and insights related to the research objectives. Themes will be refined and organized to address the study's focus on current HRM practices, gaps, and the potential impact of adopting best practices.
4. **Interpretation:** Thematic findings will be interpreted to provide a comprehensive understanding of how international best practices could enhance AMAC's HRM practices. The interpretation will involve linking the identified themes to the research objectives and drawing conclusions based on the qualitative data.

Limitations

The study's findings will be limited to the perceptions and experiences of AMAC stakeholders and may not be generalizable to other public sector institutions. The qualitative approach also introduced subjectivity, but the use of multiple data sources and triangulation helps to enhance the reliability and validity of the findings. By employing these qualitative methods, the study aims to provide a fundamental understanding of AMAC's HRM practices and offer practical recommendations for adopting international best practices to improve organizational effectiveness and service delivery.

Theoretical Framework

The theoretical framework for this study is grounded in several key theories and models relevant to Human Resource Management (HRM) and organizational performance. This framework provides a conceptual basis for understanding how adopting international best practices in HRM can potentially enhance the effectiveness of the Abuja Municipal Area Council (AMAC). The primary theories underpinning this study are:

1. **Best Fit and Best Practice Theories**
 - **Best Fit Theory:** This theory, also known as the contingency approach, posits that HRM practices should be tailored to fit the specific context and strategic objectives of the organization (Delery & Doty, 1996). In the context of AMAC, the Best Fit Theory suggests that international HRM best practices should be adapted to the unique needs and challenges of the public sector and the Nigerian context. This

theory helps to frame the study's examination of how global HRM practices can be customized to align with AMAC's operational requirements and organizational culture.

- **Best Practice Theory:** In contrast, Best Practice Theory argues that there are universally applicable HRM practices that lead to superior organizational performance regardless of the context (Pfeffer, 1998). This theory supports the idea that adopting certain international HRM best practices, such as rigorous recruitment processes, comprehensive performance management systems, and structured employee development programs, can universally enhance organizational effectiveness. This theory provides a foundation for exploring which global HRM practices could be beneficial if implemented at AMAC.

2. Resource-Based View (RBV) of the Firm

The Resource-Based View (RBV) theory, proposed by Barney (1991), emphasizes the importance of leveraging internal resources to gain a competitive advantage. According to RBV, an organization's human resources are a critical source of competitive advantage when they are valuable, rare, inimitable, and non-substitutable. organization with golden opportunity to develop competitive advantage". Specifically, RBV emphasizes the importance of internal resources of an organization such as physical capital resources, human capital resources and organizational capital resources in achieving organizational sustainability and enhanced performance (Edino & Ofoma, 2024). This suggests that an organization that enjoys self-motivated capability is skilled at continually adjusting its range of capabilities to maintain speed with changes in its environment. On the whole, the theory provides a framework for understanding how organizations can leverage their unique resources and capabilities to achieve and maintain competitive advantage. By adopting international HRM best practices, AMAC can potentially enhance the quality and effectiveness of its human resources, thereby improving its overall performance. This theory underpins the study's focus on how international best practices can contribute to better management of human capital within AMAC.

3. High-Performance Work Systems (HPWS)

High-Performance Work Systems (HPWS) refer to a set of HRM practices designed to enhance employee skills, motivation, and performance (Huselid, 1995). HPWS typically includes practices such as selective recruitment, extensive training, performance-based compensation, and participative management. This theory provides a framework for assessing how the adoption of HPWS principles can impact AMAC's HRM practices and contribute to improved service delivery and organizational performance.

4. Institutional Theory

Institutional Theory (DiMaggio & Powell, 1983) explores how organizations conform to social norms and expectations within their institutional environment. It suggests that organizations adopt practices that are considered legitimate and are pressured by external forces, such as regulatory frameworks, professional standards, and societal expectations. In the context of AMAC, Institutional Theory helps to understand how adopting international HRM best practices may be influenced by both internal aspirations for modernization and external pressures from global standards and expectations.

Application of Theoretical Framework

This theoretical framework provides a multi-dimensional perspective on how adopting international best practices in HRM could benefit AMAC as explained below:

1. Best Fit Theory

Application to AMC: Best Fit Theory emphasizes the alignment between HRM practices and the specific strategic needs and context of the organization. For AMAC, applying this theory involves tailoring international HRM best practices to fit the unique characteristics and strategic goals of the council. This means:

- **Contextual Adaptation:** Adapting recruitment, performance management, and development practices to address local challenges such as resource constraints, cultural norms, and public sector regulations. For instance, while international best practices may advocate for rigorous recruitment processes, AMAC may need to adapt these practices to align with local administrative and procedural requirements.
- **Strategic Alignment:** Ensuring that the HRM practices not only align with international standards but also support AMAC's strategic goals, such as improving service delivery and enhancing employee satisfaction. This involves aligning HRM practices with AMAC's specific public sector objectives and performance metrics.

2. Best Practice Theory

Application to AMC: Best Practice Theory suggests that certain HRM practices universally enhance organizational performance. The application of this theory to AMAC involves:

- **Implementation of Universal Practices:** Identifying and implementing HRM practices that have been demonstrated to improve organizational outcomes across various contexts. For AMAC, this could include practices like performance-based compensation, comprehensive training programs, and structured career development opportunities.
- **Benchmarking and Comparison:** Comparing AMAC's current HRM practices with international best practices to identify areas for improvement. This involves benchmarking AMAC's HRM practices against those of high-performing public sector organizations globally and adopting practices that have shown consistent positive results.

3. Resource-Based View (RBV) of the Firm

Application to AMAC: The RBV focuses on leveraging internal resources to achieve competitive advantage. Applying RBV to AMAC involves:

- **Enhancing Human Capital:** Utilizing international HRM best practices to develop and maximize AMAC's human resources. This includes investing in employee training and development, improving talent management, and fostering a work environment that supports employee engagement and retention.
- **Creating a Sustainable Competitive Advantage:** By adopting effective HRM practices, AMAC can develop valuable, rare, and inimitable HR resources that contribute to its overall

performance. For example, implementing advanced performance management systems can enhance employee capabilities and align them with the council's strategic objectives.

4. High-Performance Work Systems (HPWS)

Application to AMAC: HPWS involves a set of integrated HRM practices designed to enhance employee performance and organizational effectiveness. Applying HPWS to AMC involves:

- **Implementing Integrated HRM Practices:** Introducing a comprehensive HRM system that includes selective recruitment, extensive training programs, performance-based rewards, and participative management as the human element of the organisation is capable of changing, innovating and providing the creative thrust needed by the organisation to thrive (Ikwen, 2014). For AMAC, this could mean overhauling existing HR processes to incorporate these high-performance practices.
- **Enhancing Employee Involvement:** Creating a work environment that encourages employee participation in decision-making and aligns their roles with organizational goals. For example, involving employees in setting performance goals and providing regular feedback can improve motivation and performance.

5. Institutional Theory

Application to AMAC: Institutional Theory examines how external pressures and norms influence organizational practices. Applying this theory to AMAC involves:

- **Navigating External Pressures:** Understanding how global standards and expectations shape HRM practices and adopting best practices that align with these external pressures. This includes complying with international HRM standards while addressing local institutional and regulatory requirements.
- **Fostering Legitimacy:** Ensuring that AMAC's HRM practices are perceived as legitimate both internally and externally. This involves adopting practices that not only meet international standards but also reflect the values and expectations of stakeholders, including employees, government agencies, and the public.

Integration and Implementation

To effectively apply this theoretical framework, the study conducted:

- **Conduct a Gap Analysis:** Compare AMAC's current HRM practices with international best practices and identify gaps based on the Best Fit and Best Practice Theories.
- **Develop a Tailored Framework:** Create a strategic HRM framework for AMAC that incorporates relevant international practices while addressing local needs, as guided by the Best Fit Theory.
- **Enhance Human Capital:** Implement HRM practices that align with RBV and HPWS principles to build a more capable and motivated workforce.
- **Align with External Norms:** Ensure that the adopted practices are aligned with external institutional pressures and expectations to enhance legitimacy and compliance.

By applying these theories therefore, the study aims to provide a comprehensive understanding of how international HRM best practices can be effectively integrated into AMAC's operations to improve organizational performance and service delivery.

Findings

The findings from the qualitative study of adopting international best practices in Human Resource Management (HRM) for the Abuja Municipal Council (AMAC) provide valuable insights into the current HRM practices, the potential benefits of international standards, and the challenges associated with their implementation. The findings are organized according to the key areas explored in the study: existing HRM practices at AMAC, gaps between current practices and international best practices, and the impact of adopting these practices.

1. Existing HRM Practices at AMAC

The study revealed that AMC's HRM practices exhibit several strengths but also significant areas for improvement:

- **Recruitment and Selection:** AMAC's recruitment processes are generally perceived as opaque and inconsistent. The reliance on informal networks and limited use of structured assessment tools were identified as major issues. This lack of transparency affects the fairness and effectiveness of recruitment (Ezeani, 2010).
- **Performance Management:** Performance management systems at AMAC are often described as outdated and ineffective. Performance evaluations are infrequent and lack objective criteria, leading to inconsistent feedback and limited impact on employee motivation and development (Akanji, 2009).
- **Employee Development:** Training and development programs are underdeveloped and not aligned with employees' career aspirations or organizational needs. Opportunities for professional growth are limited, which affects employee satisfaction and retention (Huselid, 1995).
- **Compensation and Rewards:** Compensation practices are perceived as inadequate and not linked to performance outcomes. There is a lack of performance-based incentives, which undermines the motivation and productivity of employees (Paauwe, 2004).

2. Gaps Between Current Practices and International Best Practices

The study identified several gaps between AMC's current HRM practices and international best practices:

- **Transparency and Fairness:** International best practices emphasize transparent and structured recruitment and selection processes. AMAC's current practices lack these elements, leading to concerns about fairness and effectiveness (Schuler & Jackson, 1987).
- **Objective Performance Management:** Best practices advocate for regular, objective, and comprehensive performance evaluations. AMAC's performance management system falls short in these areas, with infrequent reviews and subjective assessments (Huselid, 1995).
- **Structured Employee Development:** International standards highlight the importance of structured and continuous employee development programs. AMAC's limited training

opportunities and lack of alignment with career development goals create a significant gap (Paauwe, 2004).

- **Performance-Based Compensation:** Best practices include linking compensation to performance outcomes to drive motivation and productivity. AMAC's current compensation structure lacks performance-based rewards, which affects employee engagement and effectiveness (Becker & Huselid, 1998).

3. Impact of Adopting International Best Practices

The study found that adopting international HRM best practices could lead to several positive outcomes for AMAC:

- **Improved Recruitment and Selection:** Implementing structured and transparent recruitment processes could enhance the fairness and effectiveness of hiring, leading to better job fit and increased organizational performance.
- **Enhanced Performance Management:** Adopting regular and objective performance evaluations could improve employee motivation and development, leading to higher productivity and job satisfaction.
- **Better Employee Development:** Developing comprehensive training and development programs aligned with employees' career goals could enhance skills, retention, and overall job satisfaction.
- **Increased Motivation through Performance-Based Compensation:** Linking compensation to performance outcomes could motivate employees and improve productivity, contributing to better service delivery and organizational performance.

Challenges in Implementation

The study also identified several challenges associated with implementing international best practices at AMAC:

- **Cultural and Contextual Barriers:** Adapting international practices to fit local cultural and administrative contexts can be challenging. Resistance to change and entrenched local practices may hinder the adoption of new HRM standards.
- **Resource Constraints:** Limited financial and administrative resources may pose obstacles to implementing comprehensive HRM practices, particularly in terms of training and performance management systems.
- **Regulatory and Bureaucratic Constraints:** Navigating the complex regulatory and bureaucratic environment in the public sector can complicate the implementation of new HRM practices and standards.

Discussion of Findings

The findings from the study on adopting international best practices in Human Resource Management (HRM) for AMAC reveal several critical insights that align with existing HRM theories and research. This discussion interprets these findings within the context of Best Fit and Best Practice Theories, the Resource-Based View (RBV), High-Performance Work Systems (HPWS), and Institutional Theory.

1. Alignment with International Best Practices

The gaps identified between AMC's current HRM practices and international best practices highlight the need for significant reforms. The study reveals that AMAC's recruitment and selection processes are often opaque and inconsistent, which contrasts sharply with the international best practices that emphasize transparency and rigor (Schuler & Jackson, 1987). This misalignment suggests that adopting structured recruitment processes could enhance fairness and effectiveness, aligning with the Best Fit Theory which advocates tailoring practices to organizational needs (Delery & Doty, 1996).

Similarly, AMAC's performance management system is characterized by infrequent and subjective evaluations, deviating from the regular, objective performance assessments recommended by international standards (Huselid, 1995). Implementing a more structured performance management system could address these deficiencies, leading to improved employee motivation and performance. This supports the Best Practice Theory's assertion that certain HRM practices, when universally applied, can enhance organizational performance (Pfeffer, 1998).

2. Impact of Adopting Best Practices

The potential benefits of adopting international best practices at AMC align with several theoretical perspectives. The Resource-Based View (RBV) suggests that leveraging effective HRM practices can enhance an organization's human capital, thereby creating a competitive advantage (Barney, 1991). The findings indicate that adopting practices such as performance-based compensation and comprehensive training programs could significantly enhance AMAC's human resources, leading to improved service delivery and organizational effectiveness.

High-Performance Work Systems (HPWS) also provide a useful framework for understanding the potential impact of these best practices. HPWS principles advocate for integrating HRM practices to enhance employee skills, motivation, and performance (Huselid, 1995). The study's findings suggest that implementing HPWS components, such as selective recruitment and extensive employee development, could address existing gaps and improve AMC's overall performance.

3. Challenges in Implementation

The study also identifies several challenges in implementing international HRM best practices at AMAC. Cultural and contextual barriers, such as resistance to change and entrenched local practices, can complicate the adoption of new standards (Ezeani, 2010). This aligns with Institutional Theory, which posits that organizations are influenced by external pressures and norms, and adapting to new practices often requires navigating these influences (DiMaggio & Powell, 1983).

Resource constraints, including limited financial and administrative resources, are significant obstacles to the effective implementation of comprehensive HRM practices. This challenge is consistent with findings from other research, which highlights that resource limitations can hinder the adoption of advanced HRM practices (Akanji, 2009). Additionally, regulatory and bureaucratic constraints in the public sector further complicate the implementation process, underscoring the need for strategic adaptation of international best practices to fit the local context.

Conclusion and Recommendations

The study on adopting international best practices in Human Resource Management (HRM) for Abuja Municipal Council (AMAC) has revealed critical insights into the existing HRM practices, identified gaps relative to international standards, and assessed the potential benefits and challenges of implementing these best practices with particular reference to AMAC as highlighted below:

1. **Current Practices:** AMAC's HRM practices exhibit several weaknesses, including opaque recruitment processes, outdated performance management systems, underdeveloped employee development programs, and inadequate performance-based compensation. These issues contribute to inefficiencies and suboptimal employee performance.
2. **Gaps and Challenges:** There is a significant disparity between AMAC's current HRM practices and international best practices. Key gaps include the lack of transparency in recruitment, ineffective performance management, limited employee development, and insufficient linkage of compensation to performance outcomes. Implementing international best practices presents challenges such as cultural resistance, resource constraints, and regulatory complexities.
3. **Potential Benefits:** Adopting international HRM best practices could significantly enhance AMAC's HRM functions. Benefits include improved recruitment and selection processes, more effective performance management, better employee development, and increased motivation through performance-based compensation. These improvements could lead to enhanced organizational performance and service delivery.

Recommendations

Based on the findings, the following recommendations are proposed to bridge the gap between AMAC's current HRM practices and international best practices, and to address the challenges identified:

1. **Revise Recruitment and Selection Processes:**
 - **Implement Structured Recruitment:** Introduce standardized and transparent recruitment processes that include clear criteria and assessment tools to ensure fairness and effectiveness. Develop a comprehensive recruitment policy that aligns with international best practices and adapts to local conditions (Schuler & Jackson, 1987).
 - **Enhance Transparency:** Increase transparency in the recruitment process by publicly posting job vacancies, clearly outlining selection criteria, and providing feedback to candidates.
2. **Upgrade Performance Management Systems:**
 - **Adopt Regular and Objective Evaluations:** Implement a performance management system that includes regular, objective performance evaluations based on clearly defined criteria. Incorporate feedback mechanisms to ensure continuous improvement and alignment with organizational goals (Huselid, 1995).
 - **Develop Performance Metrics:** Establish specific, measurable performance metrics that align with AMAC's strategic objectives and provide a basis for performance appraisals and development plans.

3. **Strengthen Employee Development Programs:**
 - **Implement Comprehensive Training Programs:** Develop and implement training programs that are aligned with employees' career aspirations and organizational needs. Focus on continuous learning and professional development to enhance employee skills and capabilities (Paauwe, 2004).
 - **Create Career Development Plans:** Establish individual career development plans to support employees' career progression and ensure that training opportunities are linked to career goals and organizational requirements.
4. **Revise Compensation and Rewards Structure:**
 - **Introduce Performance-Based Compensation:** Align compensation and rewards with performance outcomes to motivate employees and drive productivity. Implement performance-based bonuses and incentives that recognize and reward high performance (Becker & Huselid, 1998).
 - **Review Compensation Policies:** Regularly review and adjust compensation policies to ensure they remain competitive and aligned with industry standards.
5. **Address Implementation Challenges:**
 - **Engage Stakeholders:** Involve key stakeholders in the planning and implementation process to address cultural resistance and ensure that HRM practices are adapted to local conditions. Conduct workshops and consultations to facilitate buy-in and support (Ezeani, 2010).
 - **Allocate Resources:** Secure adequate resources for implementing new HRM practices, including financial investments, training, and administrative support. Develop a phased implementation plan to manage resource constraints effectively.
 - **Navigate Regulatory Constraints:** Work closely with regulatory bodies to ensure compliance with public sector regulations and address bureaucratic challenges. Develop a strategy for managing regulatory requirements while adopting new HRM practices.

References

- Akanji, B. A. (2009). Human resource management practices and employees' job performance in Nigeria. *African Journal of Business Management*, 3(6), 293-300.
- Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99-120. <https://doi.org/10.1177/014920639101700108>
- Becker, B. E., & Huselid, M. A. (1998). High performance work systems and firm performance: A synthesis of research and managerial implications. *Personnel Psychology*, 51(2), 291-320. <https://doi.org/10.1111/j.1744-6570.1998.tb00799.x>
- Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative Research in Psychology*, 3(2), 77-101. <https://doi.org/10.1191/1478088706qp063oa>
- Bryman, A. (2016). *Social research methods* (5th ed.). Oxford University Press.
- Creswell, J. W., & Poth, C. N. (2018). *Qualitative inquiry and research design: Choosing among five approaches* (4th ed.). Sage Publications.
- Delery, J. E., & Doty, D. H. (1996). Modes of theorizing in strategic human resource management: Tests of universalistic, contingency, and configurational performance predictions. *Academy of Management Journal*, 39(4), 802-835. <https://doi.org/10.5465/256713>
- DiMaggio, P. J., & Powell, W. W. (1983). The iron cage revisited: Institutional isomorphism and collective rationality in organizational fields. *American Sociological Review*, 48(2), 147-160. <https://doi.org/10.2307/3096238>

- Edino, O. F., Paul, S. O. & Haruna, A. (2014). Human resource sourcing in Idaho Local government council, Kogi State Nigeria, 2007 - 2011. *Public Policy and Administration Research*. 4(4), 43 - 57
- Edino, O. F. & Musa, A. (2024). Socioeconomic impacts of New Public Management Approach in Nigeria. *Gombe Journal of Administration and Management*. 6(2). 73-85
- Edino, O. F. & Ofoma, C.V. (2024). Application of academic knowledge for sustainable staff welfare improvement in Nigerian universities. *Public Administration and Regional Studies* 17(1), 160 - 170.
- Ezeani, E. S. (2010). Public sector management in Nigeria: Issues and challenges. *International Journal of Public Administration*, 33(10), 519-533.
<https://doi.org/10.1080/01900692.2010.505049>
- Huselid, M. A. (1995). The impact of human resource management practices on turnover, productivity, and corporate financial performance. *Academy of Management Journal*, 38(3), 635-672. <https://doi.org/10.5465/256741>
- Ikwen, M. T., (2014). *The civil servant and public administration: an imperative for good governance*. Calabar: University of Calabar Press. Please.
- Krueger, R. A., & Casey, M. A. (2015). *Focus groups: A practical guide for applied research* (5th ed.). Sage Publications.
- Ogunyemi, B. (2013). Human resource management and public sector reform in Nigeria: An assessment of the Nigerian public service. *Journal of African Studies and Development*, 5(5), 93-101.
- Paauwe, J. (2004). *HRM and performance: Achieving long-term viability*. Oxford University Press.
- Pfeffer, J. (1998). *The human equation: Building profits by putting people first*. Harvard Business Review Press.
- Schuler, R. S., & Jackson, S. E. (1987). Linking competitive strategies with human resource management practices. *Academy of Management Executive*, 1(3), 207-219.
<https://doi.org/10.5465/ame.1987.4275740>