The impact of strategic human resource management practices on performance management within the IT industries in Nigeria.

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Abstract.

For most organization to function expeditiously, it is the responsibility of the HR practitioner to provide laid down rules and regulations which guides daily operations of a firm. This process can be seen as SHRM (Strategic Human Resources Management) which plays a vital role in the evolution of HR personnel's as well as their job jurisdiction. Hence, this study focused on the 'Impact SHRM (strategic human resource management) practices has on performance management within the IT sector in Nigeria. The study was drawn on resource-based and contingency theory and it focuses on the extent of influence SHRM has on organizational and employee performance within their respective organizations. This was derived on the premise that most studies are of the opinion that SHRM has impacted most organizations, thus it is imperative that the researcher investigate the implementation of these practices especially in the technology sector as there are limited studies that handle this issue. The researcher adopted the quantitative research method to answer both the main research questions as well as sub research question, this is to ensure that employees of both companies (NIIT and SBSC) are able to provide sufficient answer.

Furthermore, this study utilized survey research instrument and SPSS software to enable the researcher statistically analyze and interpret data derived from stated questions. Hence, the study took the descriptive form and applied Pearson correlation method to test its significance. The study adopted positivist cross sectional research with an online method to distribute constructed survey question and get across targeted employees ranging from senior managers to entry level staff within both organizations available to answer the questions. These questions are closed ended question that varied from strongly agree to strongly disagree using the Likert scale format with a total of 82 respondents to enable us interpret possible data hence recommendations and conclusions given at the end of the study.

Acknowledgement.

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List of Abbreviations.

Strategic Human Resource Management	SHRM
Human Resource	HR
Human Resource Management	HRM
High Performance Work System	HPWS
Performance Management	PM
Software business solution consulting	SBSC
National Institute of Information Technology	NIIT
Key Performance Indicator	KPI
Nigeria Communication Commission	NCC
Knowledge Intensive Firms	KIF
Statistical Package for Social Sciences	SPSS
Information Technology	IT
High Performance Work Practices	HPWP

Chapter One: Introduction.

This chapter deals with the general concept of SHRM (strategic human resource management), performance management and goes further to elaborate on the background of the two firms used which includes NIIT (national institute of information technology) and SBSC (software business solution consulting). This section also discusses the research questions, scope of the study, the rationale of study as well as the significance of the study and dissertation structure.

1.1 Background of study

Human resource management has become a strategic and vital part of every organization as it focuses on members of the firm. According to Armstrong (2006), HRM is described as procedures initiated by companies in managing employees to achieve organizational objectives as well as create competitive advantage within the industry using HR systems. Furthermore, Armstrong and Taylor (2020) opine that HRM deals with employment procedures and management of staff members as well as the relationship that exists between employees and managerial structures in an organization. Also, Noe et al. (2008) defined human resources management (HRM) as strategies, measures, and structures that sway workers' behavior, attitudes, and performance. Hence, this concept deals with searching for skilled staff, hiring, retaining as well as developing employees to achieve organizational objectives. Hence, Boxall and Purcell (2011) opine that in human resource management, there are major objectives most organizations tend to achieve which includes 1) cost-effective labor; this refers to the ability of the HR manager in recruiting suitable staff members that are very proactive in their line of duty and can achieve an organization objective while also benefitting employees through continuous on the job training, employment benefits and remuneration. 2) Organizational flexibility; the authors Boxall and Purcell (2011) also suggest that most companies' structures are based on flexibility. Hence, the management can adjust to the latest ways of running a firm to keep the organization from being obsolete. Hence, such flexibilities are seen from the type of HR systems available within the firm. 3) Human resource advantage; it is implied here as most organizations use existing HR practices to their advantage to enable retention of workers through the use of motivation, employee relations, etc.

However, human resource management (HRM) has evolved as researchers utilize it as a tool that assists companies in meeting their goals and objectives. This evolution was termed SHRM (strategic human resource management). Houghton (2020) describes strategic HRM as a procedure that deals with a long-term organizational goal within the company's framework. Here, it deals

with the job description, people management, rewards, and employee performance and its integration into the business scheme. SHRM (strategic human resource management), enables the company to achieve its goal through adequate use of performance management.

Performance management is described as a process used to checkmate the total output of a firm in ensuring that organizational goals are met. Furthermore, Kinnie, Hansen, and Swart (2015) opine that performance management plays an important role to boost the success of an organization. It is enhanced with an employee's ability to align and meet the company's goals by effectively carrying out their job description. According to Dobre (2012), organizational performance is usually measured using KPIs (Key performance indicators). This method is used to obtain efficient data regarding productivity within the firm and employee as well as their financial results. This technique was used to enable companies to have a competitive edge over contenders in the industry. Dimba (2010) suggested, that strategic human resource management (SHRM) and performance management go hand in hand. Hence, it has been observed that the utilization of a reward system, performance appraisals, training, and recruitment helped fostered the performance of employees in an organization. This conclusion was derived by the aforementioned author from research using 50 multinationals operating in Kenya. Consequently, most of the studies available deal with the concept of performance management and SHRM practices, however, there are gaps in the implementation of these concepts within the technology industries and how SHRM practices affect staff as well as organizational performance within the sector. Therefore, it is imperative to measure the extent of influence, SHRM (strategic human resource management) has over the performance of employees within the IT sectors in Nigeria.

Although there are limited studies that look at the extent of SHRM (strategic human resource management) practices within IT firms and its impact on organizational as well as employees' performances, certain scholars tried to depict this issue in their studies. For instance, Zavyalova, Kucherov, and Tsybova (2018) analyzed the level of influence SHRM practices have on employees' performances based on Russia's environment in the context of the national crises which existed between 2008-2009 and 2014-2016. Their conclusion based on data collected suggests that SHRM practices had a positive result on organizations' performance despite the country's plight. Therefore, this positive outlook is prompted within IT organizations through mastery of skills, technical systems as well as professional expertise which are uncommon in other existing sectors. However, this study will look at the aforementioned issues based on existing IT

organizations in Nigeria. Consequently, Nigeria being a developing country, according to Adomi (2005) stated that it is the evolution of internet space that led to the creation of software organizations in the country. The author implied that it started in 1998 through email providers and ISP (internet service providers) links which later grew stronger and became adequately able to serve more than 150 million population. In Nigeria, the internet space is controlled by the NCC (Nigerian communication commissions) which is in charge of granting permits and licenses to communication services to operate in the country. In addition to the NCC taking over, Nigeria maintained the pre-colonial bureaucratic HR systems which were established by the British and heavily influenced by the diverse ethnic groups Mamman, Baydoun, and Adeoye (2009). However, as internet connectivity developed, IT companies began springing up and changed the information technology industry. Furthermore, policies and regulatory frameworks were established to monitor the use of information technologies as well as the businesses associated with these industries.

Therefore, Monks et al. (2014) opine that most IT companies are also referred to as KIF (knowledge intensive firms), which is a result of the type of skills employees within that sector possess. These skills are usually valuable and rare as it is not seen as general skills possessed by employees of other sectors. Hence, due to limited research in this sector, it is imperative to investigate the subject matter SHRM (strategic human resource management) practices impact on organizational and employee performance using Software Business Solutions consulting (SBSS) and National Institute of Information Technology (NIIT) as a case study respectively. At the end of this research, answers to the stated research questions will be answered using both drafted surveys as the research instrument and SPSS to statically investigate data collected and interpreted, whilst findings and recommendations are clearly stated.

1.2 Rationale of study.

Most HR practitioners in every organization produce HR systems to ensure an enabling environment for workers to perform efficiently as well as ensure smooth daily operations of the firm. Hence, information technology (IT) companies are no different from other industries. However, the outlined SHRM (strategic human resource management) practices should be in alignment with the organizational objective to enable employees to perform better in their assigned tasks. According to Okpara, (2007) most information technologies firms, especially in Nigeria, are governed by not only developed strategic human resource management practices established by

the HR practitioner nevertheless, employees are also influenced by the company's performance management and cultural values. The above author posits that in Nigeria, the performance of the employee is based on how well the staff can adequately care for both immediate and extended family. This is due to the existing fact that the country is noted to be reserved and culturally inclined to satisfying family members, the workers in that society based their work performance and commitment level to any organization on the external work environment. In other words, an employee can only achieve maximum job satisfaction when the organizations they work for cater to not only their individual needs but their family needs. For instance, for an IT company to attract and retain good talents within the firm, the establishment must ensure that employee benefits and perks extend to worker's families.

Furthermore, Mamman, Baydoun, and Adeoye (2009) implied that employees' behavior towards organizational performance is drawn from either the collectivist or individualist culture. This means that workers in the individualist culture tend to accredit their work performance to personal(internal) factors while the staff who practice the collective culture credit their existing performance to external (situational factors). However, in the case of Nigeria as a whole, most sectors within the country gear their performance based on the collective nature of the society. Hence, the aforementioned author suggests that these collectivist cultures such as high-power distance, ethnic background influence, and beliefs are based on the masculine nature of the country as well as the diversified, liberalized nature of its economy which can also be termed as bureaucratic. Bureaucracy here means that Nigeria maintains a system where decisions are made hierarchically from the leader to mass citizens. This method of decision-making can be seen when most companies especially in the IT sector use the hierarchical chain of command.

Therefore, the adoption of SHRM practices is decided based on the approved system given by the CEO (chairman of the company) and implemented to impact the least set of workers with variations amongst various sectors (Nigam et al., 2011), hence focusing on the two IT-enabled firms will help the researcher grasp the level these practices are adopted and its influences on staff performance. Furthermore, to understand how SHRM (strategic human resource management) practices are applied within the IT sector and how these practices impact the performance of employees and also to add to the existing body of literature especially in the Nigeria context which aids the researcher to investigate the issues existing between the impact of strategic HRM and performance management. Hence, it also helps most Nigerian IT firms on how to effectively utilize

and implement SHRM systems that will be derived from the work and positively impact employees to enable them to perform better in their respective job jurisdiction. The existing limitation of the topic informed the researcher's choice of investigation in Nigeria and demonstrate the originality of this research work.

1.3 Research Objective.

This study's main goal is to investigate the "impact of SHRM (strategic human resource management) practices on performance management within IT industries in Nigeria. Hence, the researcher's specific objective is as follows;

1. To determine how SHRM practices impact the performances of employees within the information technology (IT) organization.
2. To investigate the level of degree to which IT companies using the case study of (NIIT and SBSC) strategic human resource management practices implemented influence the performance of employees within their firm.
3. Does the SHRM practices such as remuneration, recruitment, and selection, training, etc. influence the organizational performance as a whole and the motivation beneath the positive outlook.
4. To examine the relationship linking SHRM and employee performances in the context of the IT industry.

1.4 Research Questions.

Based on the limitation that exists within the study, the researcher aims to explore the below questions which include;

1. To what extent do strategic HRM practices influence employee performance within the IT sector in Nigeria?
2. How effectively do SHRM practices affect organizational performance within the information technology sector?

Hence, there are certain sub-questions which was asked to enable the researcher to answer the two major questions such as

1. What type of SHRM practices are implemented in the IT sector such as recruitment and selection practices, retention, training, etc.?
2. How does the organizational culture in the IT sector in Nigeria impact the relationship between SHRM practices and employee performance?

3. How does SHRM practices implemented in their firm improve the company's performance as a whole?

4. How does the application of SHRM practices in the firm positively or negatively affect employees' performance?

1.5 Scope of study.

The study revolves around two IT (information technology) enabled organizations that are multinational called NIIT (national institute of information technology) and SBSC (software business solution consulting) respectively. Firstly, NIIT (national institute of information technology) was established in 1981 in New Delhi located in India and became the first institute that helped promote IT and AL-machine learning during its expansion in different countries in the world. According to (NIIT,2020), the organization is a leading multinational that deals with the training and development of individuals as well as a corporation to handle the competitive IT industry also known as 4.0. This company also masterminded talent development programs to help train employees/applicants to equip and qualify them to fit into the IT sector as there were very few people who have the necessary skills needed for the industry. This organization has three major product lines they focus on which are: Global corporate business, Global retail business skills, and Mind champion learning systems limited. The Global corporate business (GCB) deals with the control of trading services within North America, Europe, Asia, and Oceania. The Global Retail Business (GRB) handles a diverse range of learning and talent development programs to millions of individual and corporate learners in areas including Digital Transformation, soft skills, sales, new-age IT, etc. while Mind-Champion learning systems limited (MLSL) handles the classroom learning, content, software, and general learning platform. However, the study focuses on the Africa market most specifically Nigeria. The organization established its presence in Nigeria in 1999 at the Ikeja Lagos branch to prepare and establish youth with adequate skills for lucrative IT careers. The firm has 20 operational centers in different regions of Nigeria and helps to train and give international vendor certifications to successful students. The firm handles programs revolutionary IT (information technology) programs such as artificial intelligence, python, data analytics, digital marketing, javascript, etc. (Falae., 2018).

According to the regional manager of NIIT Owerri branch stated that:

"The organization is structured to operate independently. Hence, NIIT Nigeria system functions as a separate entity as compared to the branches in other countries. In NIIT Nigeria, the head of

each region is a graduate of the institute, and the center head functions as the technical director. Hence, he/she handles the IT aspect such as making sure, the programs being studied are up to standard in the international communities, qualified IT personnel are retained, etc. However, the second in command is known as the center manager that handles the administrative aspect of the organization. In the company, most of the above-listed courses are usually approved and assigned from their headquarters in India to be taught by their subsidiaries in Nigeria (Offurum, 2021).

Hence, due to the dynamic nature of the Nigerian people in different parts of the country, most of the courses are taught based on demand in the local branches (NIIT, 2020). According to Bloomberg (2019), the organization is also known for giving back to society through its scholarship programs where more than 100,000 students have benefitted, the scholarship program is managed by their national scholarship board. The firm has more than 400 staff members as a whole, however, the researcher will be investigating the eastern part of the country specifically the Owerri branch which consists of an estimated 100 employees.

Lastly, SBSC (software business solution consulting) is the second organization that the researcher is exploring. This company was founded in 2009 with its headquarters residing in the USA. They handle different services ranging from project management, development of a mobile application, software application development, quality assurance (QA) testing, program management, customer service, business strategies, and business intelligence. Their clientele ranges from different sectors such as retail, financial services, logistics, insurance, travel, and transportation sectors. The company covers different countries internationally with residing offices in the USA, India, and African countries like Ghana and Nigeria (SBSC., 2021). The company has a total of over 5000 employees currently. however, in Nigeria, the organization has a total of 400 staff and the researcher will be exploring their office based in Lagos Nigeria with a sample size of at least 100.

The reasons for the selection of these organizations and project participants ranging from senior staff members to entry-level workers are rigorously examined in detail in chapter 3 of the work. The different level of employees was surveyed to get a better insight into how SHRM practices and performance management greatly influence workers.

1.6 Significance of study.

Conceptually, previous literature on this study investigated other sectors with limitations to the information technology industries especially in developing counties. Hence, the empirical

discovery of this study would benefit both top management executives in the organizations and academia. Furthermore, the preceding literature found utilized both developed countries to review the aforementioned case study and other factors such as the country's existing environment. For instance, authors like Sepahvand and Khodashahri (2021) saw the study through the lens of employee retention and based their findings to suit public sectors. The authors opine that for an organization to be very successful with a strong competitive advantage, there is a need to focus on recruitment and retention of talent (workers) within the organization. This process will help to curb the high turnover rate, an unnecessary expense which will be incurred when advertising for new staff members in other to increase company overall performance. The above-stated authors posit that successfully implemented SHRM practices help with a positive employee culture, team spirit, and an attractive working environment. In other words, when workers sense that their needs are being taken care of by the firm, their level of commitment, loyalty, and motivation to stay with the company increases. Therefore, Yaqoob et.al (2020) state in their study that sustainable SHRM practices implemented by companies in Pakistan lead to amplified employee performance through the use of basic practices such as recruitment, empowerment, and workers engagement. Hence, the workers tend to gear towards organizational commitment. This means that employees tend to manage the relationship between high-performance work practices such as (training and development, participation and involvement, performance appraisal, selective hiring, and job security) and organizational performance.

However, it is noteworthy to verify the extent of influence SHRM would affect performance management in Nigeria focusing on IT sectors. This would also prompt not only validation but complement the research gap found due to existing limitations. Hence, the study would be of benefit to policymakers within the IT industry as it also helps provide understanding into key dimensions that are pivotal for the optimum performance in information technology companies.

1.7 Dissertation Structure.

The study is structured to contain six (6) chapters namely:

Chapter one: This deals with the "*introduction/background*" study. Here it gives detailed information on the research subject, problems being investigated, organizations background, the study aim and objectives, research questionnaire, and rationale of the study.

Chapter two: in this chapter *"literature review"*, the researcher handles the different theoretical and practical (evidence-based) aspects of the study using the drafted questionnaire to bring a

cohesive and valid conclusion to the work. Here, the different theories and models such as resource-based theory, contingency theory, and best fit model linking to this study will be discussed. The review of previous studied works by various scholars will be examined.

Chapter three: This chapter deals with the "*research methodology*" where the different research instruments, approaches, research strategies, and the justification of method adopted such as data collection, research design, sampling, data collection instrument as well as methods would be critically explained in details. The chapter will also try to showcase data reliability, data validity, ethics, and limitations to the research study.

Chapter four: Here, it contains the "*data analysis and interpretation of findings*", which includes a detailed analysis of finding gotten from the questionnaire and interpreted using descriptive statistics from SPSS (statistical package for social sciences) software. Hence, the use of graphs, charts, etc. to developed quality research work will be derived from this section.

Chapter five: In this chapter "*discussion of findings*" will be analyzed in detail as well as justified through the use of hypothesis (objective of study). Results are interpreted based on theories, literature, and empirical evidence.

Chapter six: This is the concluding chapter of the research work *"conclusions and recommendations"*. This section deals with the implication of findings and the recommendation for future research as well as personal statement derived from the whole work.

Chapter Two: Literature Review.

2.0 Introduction.

In this chapter, the study reviews the theoretical and conceptual framework based on SHRM (strategic human resource management) and employee performances within an organization. This section describes the basic concept, characteristics, development, and definition of SHRM, modes, and impact of SHRM. It also touches on performance management as a whole and tries to differentiate in detail between employee and organizational performance management. Also, it further addresses the linkage between SHRM and firm/employee performance. Hence, the study also deals with the different theories namely resourced based and contingency underpinning the study as it is developed and discussed more in intricate details. This theoretical understanding has been linked to the information and technology sector. Concepts such as SHRM practices are discussed in detail to help further influence employee performances within a firm. The chapter ends with a summary that tries to bring the whole study to contrite understanding through the sequential flow of the section.

2.1 The concept of SHRM (strategic human resource management).

According to Truss and Gratton (1994), SHRM started as a result of an emerging new market which created a competitive advantage within existing industries based on earlier recession in the early 1980s. Hence, the aforementioned authors suggest that strategic HRM deals with the interrelationship between organizational strategic goals, objectives, and performances between employees and the company framework. Consequently (Kramar, 2014) opine that the inception of strategic HRM is a result of the alignment of businesses and strategies to attain better organizational performance. The above-stated researcher suggests that SHRM is known to be flexible as it constantly evolves to suit the present organizational environment in terms of HR practices that help improve the firm overall performance. Such practices can be seen in reference to high-performance work systems (HPWS). These systems are put in place by the HR manager to ensure that the company's overall performance is improved. For instance, recruitment and selection of employees, training and development, employees' participation in decision making, implementation of policies, etc. This has made the researcher view strategic human resource management to have two major characteristics that suit the current structure of an establishment, which is called vertical and horizontal fit. Hence, vertical fit means the external integration of SHRM policies for instance Kehoe, R. (2019) opines that vertical integration fit deals with the

interrelationship between organizational strategy and HR practices within an establishment. In this approach, the vertical fit allows HR practitioners to adopt more than one HR system within an outlined strategy put in by the top management in a firm. Hence, for vertical fit to work properly in a firm, the HR ecosystem must be put into consideration. The ecosystem here includes the major dimensions which are operated within an organization such as 1) frameworks such as labor pool and their employment procedure, 2) capabilities including employees' knowledge, skills, and learning process and 3) organizational culture which comprises of values, attitudes and the ideology within the firm (Collins & Kehoe, 2017).

However, for horizontal fit, this method deals with internal alignment between HR practices existing in a company to assist the firm to achieve its objectives. Hence, these practices include remuneration systems, employee training, performance management, recruitment, induction, employee turnover, and work systems are vital to ensure that workers are positively impacted which in turn helps to achieve better employee commitment towards an organization's goal. Furthermore, in this type of fit, Kehoe (2019) suggests that most HR practices are adapted based on the current work environment, hence, it helps to foster employee's behavioral characters and manage employee relationships. Although with this fit comes certain disadvantages such as when a fit (vertical or horizontal) is wrongly implemented, its impact within the organization is very grievous that the firm does not succeed as the alignment between strategy and HR practices contradict each other. Another disadvantage of this fit is that for it to be effective, the level of analysis must be put into consideration. For instance, the practices adopted at the beginning stages may be different from what is adopted at the implementation stage as HR practices are very flexible and change based on current events in the industry. Hence, whatever fits the organization decides to follow, it is required to be consistent and supportive. For example, if a company decides to focus on recruitment with training and development, factors like salary, promotion, and employee benefits must be considered to increase staff retention. Consequently, the best approach which most SHRM researchers recommend is the flexibility fit. According to Gerhart (2007), this type of fit helps a firm function properly in a dynamic and competitive work environment. Hence, it focuses on the internal aspect of a company by handling the establishments' characteristics, workforce skills, competencies, and existing administrative systems to enable the company to adapt to changes within its environment. There are different models associated with the concept of SHRM which includes normative and empirical models. The normative model of SHRM

handles guidelines on the best practice for SHRM practitioners as it deals with tight-fit strategies used by companies in improving their organizational strategies (Truss and Gratton., 1994). Hence, Lengnick-hall and Lengnick-hall (1990) suggest normative strategies deals with a firm's strategies and HR strategies developed simultaneously, this means that a company is likely to succeed if business strategies and HR strategies work together when handled independently to help create competitive advantages. While empirical models deal with SHRM practices gotten as a result of empirical data which has contextual variables. These variables here include the economic, legal, political, and technical environment. Based on Lundberg's (1985) case study using the Reynolds organization to test the empirical model between SHRM and aforementioned variables, he found out that for SHRM to be effective, the HR practitioner must be into account societal and organizational factors. For instance, the author believed that variables that tend to play as an influencing factor include, competitors, government policies, organizational culture, employees within the firm, labor market, etc.

2.1.1 Benefits and effects of strategic human resources within an organization.

There are certain benefits linked to strategic human resource management which has helped different industries. For instance, (Lengnick-Hall et.al., 2009) suggest that most SHRM practices that have been successfully implemented and followed thoroughly tend to reduce the constant resignation of employees within a firm. This conclusion was gotten by the above-named authors from their study conducted with some banks in California and Kentucky to show how effective is SHRM in terms of job outline and staff empowerment towards company productivity. Another benefit of the implementation of strategic human resource management is to improve HR-related results such as increase the level of job satisfaction from employees within an organization, reduce absenteeism and create room for employee commitment. Furthermore, organizational outcomes in terms of general enhancement of productivity between the workers, their quality of service, and customer satisfaction. Alternatively, SHRM helps to advance a firm's financial stability in terms of increased profits, sales, and return of the investment made which in turn helps to boost market shares and stock prices. Consequently, Saha et.al (2016) implied that SHRM is used as a tool to meet industrial global challenges through a technological infrastructure that serves as a means of disseminating information/ knowledge to workers.

Hence, there are also certain disadvantages most researchers foresee in terms of strategic human resource management. for instance, fear of failure from the HR practitioner; this means that

because SHRM constantly evolves as a result of the change, most HR personnel tend to over investigate and weigh their options before any policies or strategic plan change is made. Hence, if the new changes create a negative impact, the effect outweighs and jeopardizes the efforts of the entire organization. Another barrier to SHRM is employee lack of commitment towards an organizational goal; this can create tension and interdepartmental conflict that can cause a breakdown when left unresolved which in turn becomes an obstacle to change. Hence, most establishments tend to fall deep into existing barriers based on external pressure such as legislation, industry competition, and economic pressure. these factors create stringent growth towards the implementation of SHRM practices in a firm. However, Farndale and Paauwe (2018) argue that HPWP (high-performance work practices) greatly have a positive effect on a company's performance than SHRM practices. based on the research carried out by the authors using 104 studies from other experimenters, they derived that when HPWP is implemented within a firm, there is an increased rate of 4.6 percent in productivity and financial outcomes while a 4.4 percent decrease in employee turnover, which makes the company overall performance to be improved not only statically but managerially.

2.2 Strategic human resource management practices.

There are different ways of viewing SHRM practices in any business, SHRM practices deal with the process of successfully modifying organizational HR policies /practices to enhance change, improve organizational performance and innovation. Based on Bouaziz and Smaoui Hachicha's (2018) research, SHRM practices are derived from the existing organizational 'fits' which include the vertical and horizontal fit in a firm. However, the above-named authors reviewed this concept from the aspect of organizational resilience, by stating that most SHRM practices adopted have impacts on organizational performance and innovation within the Tunisia industrial context. In other words, the concept of Organizational resilience was formulated in 1973 and deals with the propensity of a firm to adapt to environmental change as well as return to stability after temporary disturbance. This is in contrast to the Nigerian society as examined by Fajana et.al (2011) proposed that Nigeria being diverse is dependent on certain factors for people to get employed which include, culture, language, religion, gender, and educational background. Hence, as much as SHRM is already implemented in the western world, it is still at its 'baby' stage in the country as most companies do not practice or deem it necessary to understand workers and management relationships thus the reason most organizations tend to adopt from its foreign counterpart

especially in multinational corporations. The skeletal SHRM practices that exist tend to have a mixture of both western and indigenous influences in establishing HR strategies for firms. In most Nigerian companies, the use of expatriates is a very common practice. This is due to the lack of specialized staff members in certain industries like the oil and gas industry, medicines like oncologists, etc. Also, the author examined the extent of influence SHRM has on the different industries. Their examples were cited using the oil and gas industries as most companies that are in this category are multinational but SHRM practices are not fully implemented here because of the influence of the Nigerian government in making a coherent HR policy to guide the firm's business strategies. For instance, most oil companies in Nigeria, tend to use the services of an expatriate to operate, hence reducing the number of people being recruited into the organization. They have fewer permanent workers and a lot of temporary staff, therefore, getting a lot of jobs done without paying people their deserved rewards. Recruitment within the Nigerian system is very selective based on the aforementioned factors. In this sector, the performance appraisal system is very biased as they use self-evaluation based on the project that was initiated and completed during the appraisal period. The wage system in Nigeria is also based on the level of an occupational hazard in the job. In other words, the more risky, skilled and experience required the higher the pay.

However, Andersen, Cooper, and Jiuhua Zhu (2007) opine that for SHRM practices to be effectively implemented, it is the responsibility of the line manager to execute and administer these SHRM practices to other employees as they are the direct link between employee and top management staff. Hence, the researcher who used a survey of 961 publicly listed firms in the Australian stock exchange market concluded that with the assistance of line managers and SHRM practices in an establishment, there is better positioning of business strategies and HRM that enhance positive relationships as well as financial growth. Therefore, there are different types of strategic HRM practices that are currently used by the most organization which includes:

1) **Recruitment and selection**: This process entails when a company rigorously selects the right candidate who is capable of performing their job description and improves over firms' performance Most organizations use a different system to enable them to select from a large pool of candidates through sophisticated selection technological system. Hence, this system provides applicants with the better ability to suit an organizational requirement (Ayanda and Sani, 2011).

2) **Training and development**: This SHRM practice is an important type that exists in every establishment. In SHRM, these concepts enlighten employees on how their job is expected to be carried out. For instance, the training required to help staff integrate into the system is usually done during orientation and most organizations tend to invest as time passes for continuous improvement through renewal training, etc. According to (Barak et al., 1999) most employers who invest in the training of staff members including new and old workers help to improve problem-solving skills and interpersonal relations which in turn boost organizational performance.

3) **Performance Appraisal**: This means that employee job output is measured with job satisfaction. Hence, the firm observes employee behavior and attitude towards work using this system. Alternatively, it can be used as a measurement stick to know workers that perform well and those lacking behind, which will also enable top executives to decide on the next step of action for workers that are behind.

4) **Reward and Remuneration system**: This practice helps to motivate staff members as employees perform better when they tend to know their performance will be rewarded. This can either be a monetary reward or otherwise for instance promotion, extra paid vacation, recognitions, and awards, etc. Therefore, based on studies found, most remuneration based system has a positive impact on organizational performance.

5) **Career Planning system**: This approach of SHRM practice handles employee career progression within the company. Hence, it makes staff feel like they are important and can advance to a higher position after a certain duration has been reached. According to (Ayanda and Sani, 2011) this system when adequately implemented in an organization helps to motivate employees into taking more responsibility and developing their skills to make them indispensable within the firm.

6) **Employee Participation:** This practice assists to make employees get more involved in creating policies and strategies. For instance, through a feedback system, workers can voice their opinion on existing issues that need a change in the organization. Studies show that employee participation has helped to positively create job satisfaction, better performance output, and increased productivity of workers (Verma, 1995).

2.3 Performance Management.

In this sub-section, it is essential to understand the context of performance management before going into the difference between organizational and employee performance management and how it is operated to enable the smooth running of an organization.

2.3.1 Organizational vs Employee performance management.

Performance management is a process by which most companies set their objectives, preferred staff performance standards, assign and evaluate work, provide staff assessment, feedback from their performances, determine training and development needs, and dispensation of rewards for high-performing workers. Consequently, Gifford (2020) suggests that performance management is seen as a process through which an organization effectively utilizes employees' value to enable the growth of the business. Hence, the workers' job description must be in alignment with the firm's objectives and business/HR strategies developed. Furthermore, most researchers believe that for organizational performance to be effective, there must be a high level of engagement between employees. In recent times PM adopted a system to enable most organizations to utilize this concept and implement it effectively, known as the performance appraisal system (Armstrong, 2009). One of the importance of performance management is that it helps to fulfill organizational cultural change as well as integrate HR activities such as talent management, human capital management, training and development, reward management, etc. According to Gerrish (2016), performance management aid with the improvement of organizational effectiveness. Hence, the author studied PM based on public firms by studying the meta-analysis based impact of performance management in a public organization utilizing 49 original studies and the result found that management practices are effective when PM systems are adequately utilized in an organization. Furthermore, Khan et.al (2019) suggest that for employee performance within a firm to improve and create maximum job satisfaction, the HR practitioner must implement SHRM practices that are in alignment with laid-out objectives. These researchers posit from the results of the survey conducted that there is a significant and positive impact gained from the implementation of SHRM practices. Hence, most HRM systems put in place such as rewards, performance appraisals, job promotion, etc. by the practitioner strengthens the performances of workers in a company.
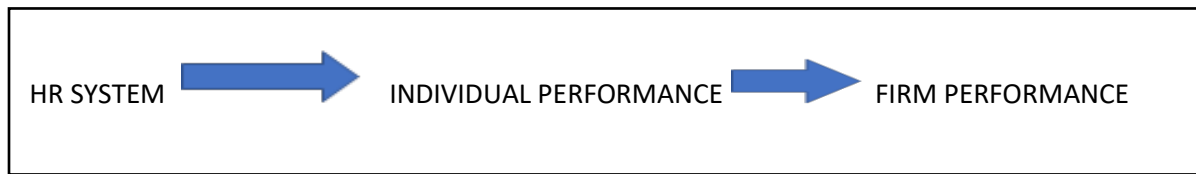
Figure 1: Model of SHRM (Source by Uysal, G., 2019)

Based on Uysal (2019) study, performance management is aligned with HRM practices as it propels the strategic goals of the organization. Hence, this aids to develop and execute the establishment strategies. However, Farndale and Paauwe (2018) opine that despite SHRM and performance management being captured positively by different researchers, the implementation of this concept within an organization has been dissipated as a result of financial benefit being prioritized within companies over employees. Here, the authors implied that the internal environment such as workforce characteristics, business strategies, management philosophies, firm's structure, etc. was considered based on financial gain rather than external factors like trade unions, market conditions, labor markets, regulations guiding the industries and technologies. Green et al. (2006) suggest that as much as there are positive influences between SHRM and organizational performance, there are also negative aspects which were confirmed through recent researchers, suggesting that SHRM is heavily influenced based on the vertical and horizontal fit of the HR practices within an organization. For example, as discussed earlier horizontal fit here is when SHRM is integrated into various company departmental functions whilst vertical fit is seen when HR aligns with a company's goals and objectives. This study goes as far as testing both 'fits' to understand the relationship strategic HRM has with the performance of an organization using various multinational firms.

Fahim (2018) argues that SHRM not only influences employee' performance but also plays a crucial role in the retention of staff workers within an organization. Hence, this research focused more on public sectors and how HR practices such as recruitment, appraisals, professional development, rewards, and benefits help influence retention within an organization. Buckingham and Goodall (2015) stated that in a published survey conducted by Deloitte company shows that 58% of top management believe that current PM practices do not increase employee engagement or their performance as it is reviewed to be in past, however, the PM practices speculated should involve the present working environment.

2.3.2 SHRM (strategic human resource management) vs Performance management.

SHRM goes hand in hand with performance management in an organization, this is because most HR practices in firms align their strategies to enhance performance management and improve work relationships amongst staff. However, PM utilizes the PM appraisal system within an organization to achieve adequate success. Therefore, a performance appraisal system is a procedure adopted by most companies to evaluate employees' work execution to improve staff performances through an adequate feedback system about their achievement as well as provide solutions for underperforming staff. Hence, the optimum goal in PM is to align workers and company achievement (Selden and Sowa, 2011). Based on the study conducted by Harris and Ogbonna (2001), it examined the relationship between strategic HRM and performance management in view of industrial market orientation, the study was conducted using UK firms and the result proposed that most industrial economy works hand in hand with both organizational and employee performance. Furthermore, Huang (2000) investigated 315 Taiwanese firms based on the impact of performance and SHRM practices. Hence, it was gotten that organizations are more likely to adopt certain SHRM practices to achieve a higher level of performance from workers. For instance, SHRM practices include recruiting, performance appraisal, training, and development as well as reward. Hence, Vlachos (2008) also found that there is an existing relationship between SHRM practices and performance using the FCMG industry in Greece with evidence samples from food managers in the field.

Various studies examine the impact of performance management within an organization. For instance, Gruman and Saks (2011) suggest a different angle of performance management which implied that PM has helped staff members to get very motivated through the utilization of employee engagement to improving their selves and skills to enhance job jurisdiction. Based on the aforementioned author's beliefs, employee engagement has helped to foster team spirit and competitive advantages from workers in a firm. Hence, most companies view good job performance as multifaceted unique performance derived by employees through the unique reign of emotional intelligence, innovation, and adaptability to the work environment as well as job roles. Furthermore, it helps to positively impact staff behavioral attitude along with the firm's productivity, staff retention, financial situation, and stakeholders' profit. More so, Selden and Sowa (2011) argued that workers are usually motivated when a reward/compensation system and training is put in place by top management to enable staff to strive to compete with each other to

produce a positive result which in turn reduces the level of employee turnover and increases high staff satisfaction. Another impact of performance management is that it increases external customer satisfaction. This means that when staff is treated well, good performance is heightened which in turn leads to a better knowledge of the organization's values, better commitment from the company, and implementation of revamped SHRM practices (De Waal, Goedegebuure, and Geradts, 2011).

Other researchers addressed SHRM and performance management based on various perspectives such as the country in which the establishment is located, economic factors, and industrial sectors like public sectors. For instance, the viewpoint of Gurbuz and Mert (2011) focused on SHRM's influence on organizational performance in Turkey. This study was conducted based on the economic and financial GDP of the country as well as different cultural aspects that play a role in the way organizations are controlled. The authors implied that this was possible through the use of proper staff recruitment and developmental practices implemented by a firm's HR practitioner.

2.4 Organizational culture within IT firms in Nigeria.

Through the advancement of information technology in Nigeria, there have been massive changes within the different industries. However, as IT keeps growing within the economy, it is necessary for companies to advance and adapt to changes that are occurring. Furthermore, Fadun (2013) opines that information technology (IT) has helped to improve the process management executives plan, organize and provide services for their clientele in the industry through the use of innovation, creativity, and technological advancement. Hence, IT has helped to sustain economic growth, flexibility, better communication with an employee within the organization, and a quicker way of disseminating information. However, as much as IT firms are operational within the country, it is imperative to understand the organizational culture adopted by most IT establishments. Organizational culture incorporates the worker's belief system, experience, viewpoint, and values of an organization in alignment with the one set up by the firm itself. More so, organizational culture accepts the different life experiences staff bring to the organization as there is diversity in their workforce. For instance, since culture can be defined as people's way of life, the organizational culture here comprises of language, decision making, work practices, company history, employee interaction with each other, etc. which helps to fosters improved organizational culture as well as performances within the organization (Oparanma, 2010). Therefore, corporate climate influences staff work-life as executives tend to direct workers towards following the

culture of the firm to enable improved performance and better work attitude from workers. In organizational culture, most of the employees are like-minded in addition they hold similar ethical beliefs which help companies achieve their corporate goals by ensuring there is alignment between existing culture and the performance management system.

A research study conducted by Mba (2014) explored the influence organizational culture has on employee performance within an organization using NAFDAC (National Agency for food and drug administration and control) agency in Nigeria. The study investigated the relationship using 6 zonal branches and the 36 state offices with a total of 420 respondents which were randomly selected from a range of offices and various branches within the country. Hence, the research found out that there is a significant relationship between organizational culture and increased employee productivity and commitment in the organization as the firm provides staff with greater inherent reward. There are different categories of company cultures that exist between different industries, for instance, based on the Quinn and Cameron (1999) categories of organizational culture which includes the below;

Clan culture: This type of culture is based on a people-focused orientation; hence, it breeds room for collaboration among employees in the work environment. Hence worker's welfare is taken care of by the management and there is good communication between members of staff. This type of culture is mostly practiced within startups companies as it motivates mentorships between workers, it is very flexible and easily adaptable to their industry environments.

Adhocracy culture: This type of work culture fosters creativity and innovation with staff members, hence, for the organization to succeed, they tend to create competition amongst staff. technological companies usually fall into this category as there is a constant demand to be innovative and produce/release new products.

Market culture: This type of organizational culture is mostly monetary/profit based. Every step they initiate is within the intention of making a profit, hence staff members are focused on meeting targets, quotas and getting results. Hence, companies here are focus on their external environment and competition. Their workers here strive to meet companies' goals.

Hierarchy culture: Companies in this culture tend to maintain the traditional method of doing things. Their chain of command is position-based and rigid, so it is difficult for firms in this category to adapt to change, hence they focus more on the internal aspect of the company. furthermore, this type of culture gives no room for creativity amongst staff members.

In Nigeria, the commonly practiced organizational culture is the hierarchy culture, this is because of their belief system and traditional way of doing things, most companies tend to play safe, however, for IT industries, they tend to mix adhocracy and hierarchy culture, this means that as much as you report to your direct boss for work-related activities, every staff member is prone to be very creativity and friendly stir of competition is created.

2.5 Theoretical framework and Summary.

There are certain theories that examine the relationship between strategic human resource management and the impact this practice has on employee performance within the information technology sector. The resource-based theory posits that most companies own assets which gives room to accomplish competitive advantage. Madhani (2010) suggests that this theory explores and elucidates organizational resources. Hence, most of these resources /assets are not transferable as it impacts the company's culture and uniqueness which makes it difficult for competitors to emulate. He goes further to suggest that these resources include physical, organizational, and human resources which makes them valuable and rare to help sustain competitive advantage through superior performance. Furthermore, Lowe and Teece (2001) opine that for a company to be successful, there must be value in the type of assets they maintain within the firm such as managerial capacity, brand influence, and relationships with customers. Hence, most corporations form their strategy and change organizational policies to suit current trends in the technological world based on the stated available resources they have which help to limit imitation from their competitors. Another theory used to understand this concept is the contingency theory. Here, it states that there is no precise way in structuring an organization, steering the direction of a company, and making impactful decisions within the establishment. Hence, each action taken by top management is dependent on both internal and external factors. Also, Donaldson (2001) suggests that this theory is dependent on the size of the firm, working environment, and business strategies. Hence, this impacts leadership, HR, and the managerial decision-making process. Based on this theory, any decisions made by the HR practitioner are not usually fixed as they evolve based on the current situation in the company or industry.

This chapter concludes that as much as there are negative and positive aspects in the implementation of SHRM practices to achieve growth in employee/company's performance. It also further discusses the existing evidence that is geared towards SHRM, performance

management, and organizational culture as well as their theoretical framework affiliated with it. However, limitations of existing research are seen within the technology sector on the implementation of SHRM practices on performance management in Nigeria.

Chapter Three: Research Methodology

3.1 Introduction.

In this section, the researcher discusses the various methods adopted during the research process such as study strategy/design used, target population, and sample size. It also addresses the survey design as well as justification for the design chosen and the research philosophy. Lastly, the limitations that emerged from the study outcomes, as well as ethical considerations, are concisely considered while outlining the aims and objective of the study. In this research, the study adopted the research onion coined by Saunders, Lewis, and Thornhill (2019). Here, the authors suggest that most strategies are identified by peeling away each onion layer. Hence, these layers are examined as a path of the entire research process.
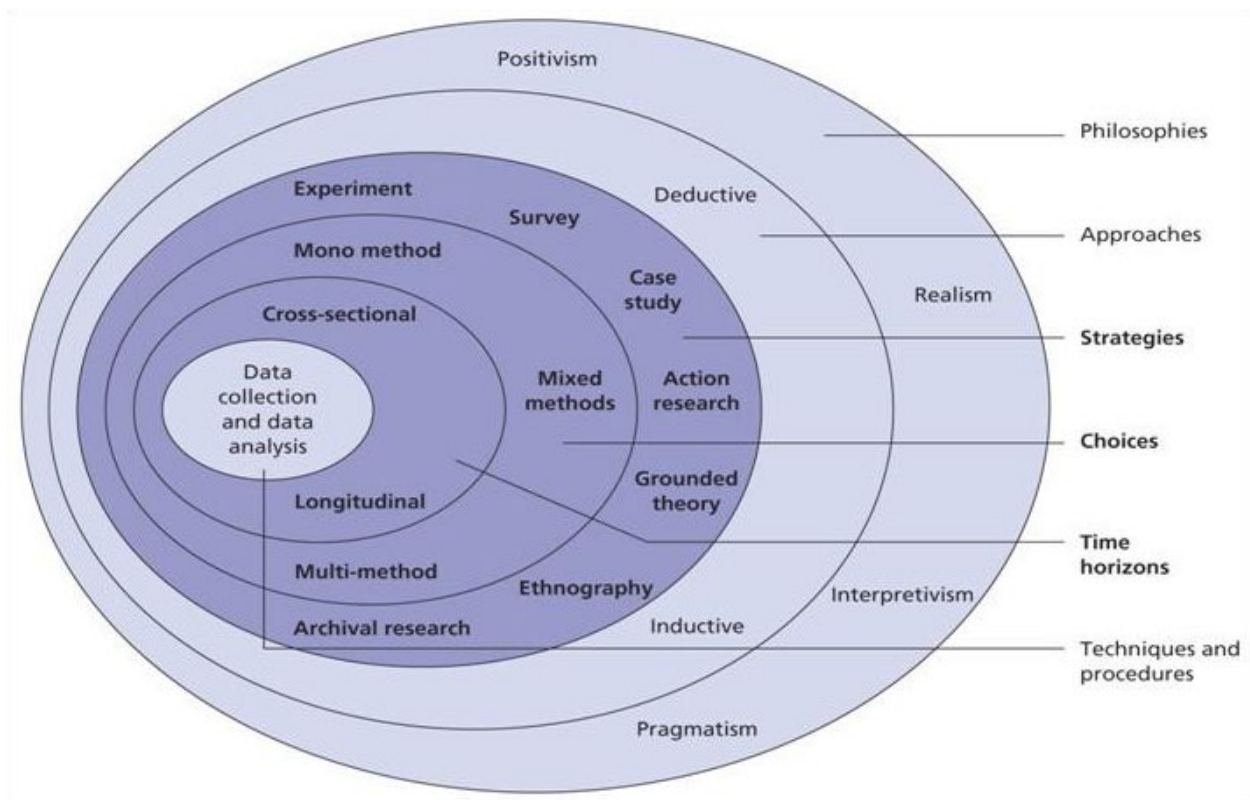
Figure 2: The Research Onion Source: (*Saunders et al.*, 2019)

3.2 Research Philosophy.

This philosophy can be described as a system of utilizing beliefs and presumptions about the development of knowledge. Hence, in research, there are two predominant philosophical arguments used by most researchers namely Ontological and Epistemological assumptions. In

Ontological assumption, it deals with the realities of the outcome gotten from a study which implies that researchers who utilize this concept see the world from a perceptible perspective related to ongoing changes and how their research target is studied, hence it is more abstract/reality based (Saunders, Lewis and Thornhill, 2019). Alternatively, the epistemological assumption deals with the extent to how a researcher grasps the concept of human knowledge and understanding of issues (Goertz and Mahoney, 2012). Furthermore, Epistemology investigates the extensive and philosophical issues related to the basic makeup of knowledge and what builds data in research. Nevertheless, this concept has three factors which include positivism, realism, and interpretivism which are common in business and management-oriented studies (Saunders et al., 2019). Most of the studies that utilize the aforementioned approach usually design their research question using the design as seen in Table 3.2 below;

Table 3.2 Research Questions.

1. To what extent do strategic HRM practices influence employee performance within the IT sector in Nigeria?
2. How effectively do SHRM practices affect organizational performance within the information technology sector?

Sub questions includes:

i What type of SHRM practices are implemented in the IT sector such as recruitment and selection practices, retention, training, etc.?

ii How does the organizational culture in the IT sector in Nigeria impact the relationship between SHRM practices and employee performance?

iii How does SHRM practices implemented in their firm improve the company's performance as a whole?

iv How does the application of SHRM practices in the firm positively or negatively affect employees' performance?

In this study, the positivist philosophy approach was adopted for the data collection process. Hence, positivism research philosophy deals with methods used in a study to determine mostly quantitative data, statistical knowledge and information's considering the assumption, belief, and observation of the research.

On the contrary, the study could have possibly adopted the use of other research philosophies for its data collection, however, others lacked proper attributes which supported the need to adapt its content (Evans and Smith, 2019). For instance, if the study focused on interpretivism, it shows that the approach adopted falls within the qualitative method of data collection. Also, if it used realism philosophy, there are higher tendencies for partiality based on assumption. Alternatively, if the research adopted the pragmatic assumption, it would have been unattainable as data here would be collected using different forms as justification and elements of study works in alignment with the research questions. Hence, positivist research philosophy was the most effective tool used to gather primary data and their research design method.

3.3 Research Approach.

In this study, this approach is the second stage of the research onion suggested by (Saunders et al., 2019). The research approach was used in this study to examine in detail the tools required during the collection of data and data interpretation. Consequently, there are three main types of approaches affiliated with quantitative research namely the abductive, deductive, and inductive approaches. However, due to the nature of the research, it is imperative to go with the deductive approach which opine utilization of theories that leads to proper data collection and interpretation. Furthermore, it connects different variables as well as outlines their properties to address a specific target.
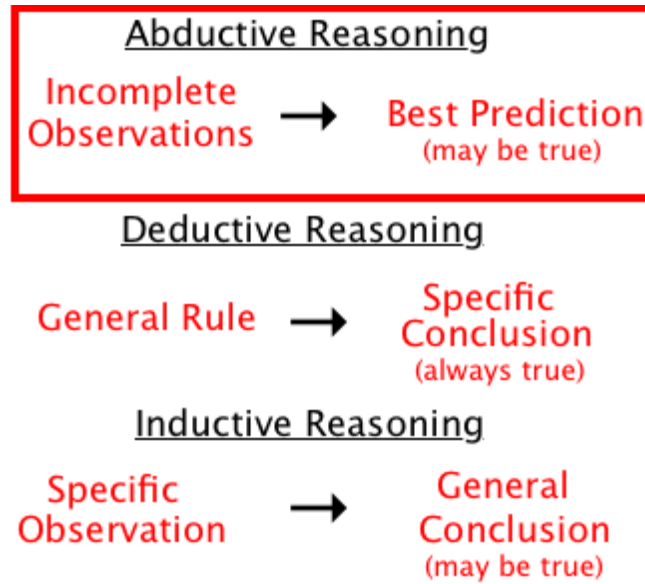
Figure 3: Research approaches: (Kim et.al., 2015)

Alternatively, this study was unable to use the inductive approach as it is not a suitable tool for gathering information and most researchers use this option when collecting data information for a new theory (case study) and hypothesis development. While the abductive approach was unsuitable as it deals more with the prediction of data, variables here are monitored, controlled, and triggered by researchers. This type is found more in environments like laboratory or field experiments where hypotheses are formulated.

3.4 Research Design.

This research design represents a structure of a study. In other words, the research design reflects the type of instrument which the researcher used in the collection of data and its analysis. For instance, in this research, quantitative research designs were adopted as a suitable approach to enable the analysis of authentic data. Hence, the quantitative design is appropriate for answering stated research questions, it is also suitable because it enables effective collection of quantifiable data to predict a result. It is usually represented in numerical form. Alternatively, if the qualitative design was used, detailed research would have been carried out, however, its data would not have been adequately reliable for the study. Furthermore, the study also utilized an online survey (google form questionnaire) to carry out adequate primary data collection. In other words, through the use of this instrument, a cross-sectional survey was carried out, which means that the data

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collection is one-time based. Consequently, the researcher used this approach to collect information from the target population for a given timeline only.

Alternatively, the online survey was used to break geographical restrictions as participants in this study were based in Nigeria and worked for both companies. In addition, the target audience was easily accessible as they are required to directly click on the link given, fill in and submit their responses. Thus, reduces time spent and increases the amount of data collected (Wright, 2005).

3.5 Research Strategy.

Here, the research strategy is another peel off the onion suggested by (Saunders, 2019) which assists the researcher in conducting the data collection method. Hence, it is a familiarized stage evolved to help with the conduct of strategy and course of action. In other words, Mina and Azhdar (2015) assert that strategies serve as a roadmap that leads to answers related to the study purpose and questions. There are five (5) main categories of research strategies which include: 1) Experimental research 2) Survey, 3) Case study, 4) action research and 5) archival research. Hence, the above-stated strategies are used in different contexts depending on the nature of the data required. However, this study adopted the use of the quantitative survey method as the appropriate instrument as it is also associated with the deductive approach in the quantitative method. Hence, this strategy aids to represent diverse information from participants as the organization has a very large staff member across Nigeria. Alternatively, other strategies were not suitable for instance, the researcher was unable to use an interview as it is prone to limitations based on unfairness and bias on the part of the interviewee who answers a question from their perspective. Furthermore, since primary data has been chosen in this study, it is imperative to select a survey research strategy and use the questionnaire as a method for the collection of data (Mina and Azhdar, 2015).

3.6 Data Collection.

In this study before a data collection was considered, the researcher must select the type of data which will be processed, thus primary data was examined. This is because the researcher has direct access to the targeted population through two highly placed employees within the two companies (SBSC AND NIIT) which makes information's gotten more reliable than the secondary data. Hence, to proceed with the data collection method, it is essential to note that a research study can collect, store and interpret data from primary sources to enable the reduction of any iota of deception and bias from the researcher. Therefore, the primary data collection method used was appropriate for the data collected from primary sources. However, this study utilized some aspects

of secondary data such as journals, published books, articles, and official publications gotten for the companies used in this work. This was used to ensure the researcher effectively analyzes/compares performance management in terms of employee and organization, strategic HRM, and its practices as well as its impact on the IT firms, especially in Nigeria. Furthermore, the survey respondents were informed about the process through phone calls and WhatsApp messages to take permission for the survey to be carried out. The population projected for the study was 100 respondents, however, a total of 82 people from the sample size willingly filled the questionnaire within both SBSC and NIIT. In addition, the research question is designed to suit the objective of the study thus, the questionnaire carried the closed-ended questions which were used to extract data from the respondents. Moreover, the questionnaire for this study was designed to consist of three sections which include section A (biodata/ respondents' profile) which has five (5) questions, section B is made of three (3) questions that deal with performance management and section C is made up of six (6) question which is centered on strategic human resource practices. In this study the use of five-point Likert scale was utilized, these five points include (5- Strongly Agreed, 4- Agree, 3- Neutral, 2- Disagree, and 1- Strongly Disagree), this helped the study's respondents have an opinion on the raised measurement statement. The scale also provides statistical analyses which makes it more reliable than other forms of measurement (Cooper and Schindler, 2011).

3.7 Pilot Study.

The importance of this method is to aid in eliminating any unsuitable instrument that could create a negative result or compromise the neutrality/quality of data obtained from respondents within the study. Therefore, a copy of the questionnaire was sent to the supervisor for review of potential drafted questions to validate its authenticity, his insight led to the readjustment of certain items in the preliminary draft of the questionnaire (Kumar et al., 2002). Hence, to test the suitability of the questionnaire and identify weaknesses, the questionnaire was sent first to 3 volunteering subjects which helped in assessing the validity and reliability especially when recording data (Saunders, Lewis & Thornhill, 2009). In receiving the responses from volunteers, it was observed that they found it difficult in moving to the next section after filling "respondent profile", hence, steps were taken to resolve the issues. Furthermore, the pilot study was effective in the research as it aids the investigator to assess possible respondents' engagement through questions asked, the amount of time used to respond to the questions.

3.8 Sampling Method.

Different approaches could have been adopted for the sampling method. However, the researcher considered the different sampling methods based on the study research design such as the characteristics of the target population where the research study takes a small size for the quantitative study. Furthermore, it is imperative for the study to choose the appropriate option available to enable effecting sampling to get valid data, this leads to the use of purposive random sampling method for the study's investigation (Khalid, Hilman and Kumar, 2012). Hence, this method was considered based on accessibility to the population where judgment is being considered. In other words, the researcher considered the type of qualities each respondent in the different department is required to possess to enable them to participate in the survey. Furthermore, another benefit is the ability to access potential respondents, which led to the selection of 82 respondents from both NIIT and SBSC respectively. thus, 47 from SBSC and 35 respondents from NIIT. This research chose a cross-section of workers based on the different positions they occupy in the firms ranging from entry staff to management staff. This chosen process is suitable with the aim of verifying every element within the sampling frame has an equal chance of being selected.

3.9 Data Analysis tools.

For every research study to be seen as unbiased with a high level of integrity, all data collected from respondents need to be critically analyzed. Hence, data analysis suggests the use of strategic techniques to investigate data sets and logical sequence in the interpretation of the data used for the research. Furthermore, this study adopted the use of SPSS (statistical package for social sciences) software to analyze the data set, thus the questionnaire style was gotten from Globe 2004 and Dowling, et al. (2017), therefore, Na-Nan, Chaiprasit, and Pukkeeree (2018) 5-point Likert scale questionnaire used in the study to measure employee performance and it was modified due to the nature of its robustness, authenticity, validity, and relevance to companies in developing countries. However, a descriptive approach is utilized in the study along with SPSS to enable ease and proper analysis of data while descriptive statistics are explored to explain patterns in the data. Additionally, data presented in this study was done using pie charts, bar graphs, tables, and percentages for the reader's comprehension.

3.10 Ethical Consideration.

In this study, the primary respondents are also connected to ethical issues. Hence, it is imperative to consider ethics for the fulfillment of the study. In this study, the following ethical principles include:

• Consent has been given top priority regarding the taking of survey, the respondents have been given the option to withdraw from the survey at any time as it is a voluntary process.

• Privacy and confidentiality of data including respondent's information was adhered. In other words, the information collected during the survey process was kept private.

• While conducting the research, every possible act of being bias or have sampling errors has been controlled for ethical reasons. The alternation and manipulation of the data or the information have been strictly reduced.

However, in this study, the researcher saw the effective use of consistency and honesty. Each research tool used for this study was used appropriately and misrepresentation of data has been restricted. Lastly, secondary materials adopted for the study such as journals, textbooks, etc. were duly cited using appropriate referencing style at all times. In line with good conduct, all ethics was addressed.

3.11 Limitation of Study.

One of the major constraints to the study was the political unrest that existed within the study's country at the time the questionnaire was distributed. This hindered the ability of most respondents to respond on time as personal safety was understandable of utmost importance. Also, due to the Covid pandemic new safety protocol, most of the staff members were working from home as just a few work from the office. Hence, this limited the total number of respondents who filled the survey. Lastly, due to the inaccessibility to HubSpot and Workday as discussed in the research proposal, the researcher decided to move the context of the research to Nigeria, where access is easily granted since it is the country of birth and the gaps in the implementation of SHRM practices in the IT sector can also be done given a developing country. However, it was addressed as there were constant reminders to the people that worked within the organization. Furthermore, the time frame was a major factor that impacted the study.

3.12 Conclusion.

In this chapter, the researcher focused on the use of primary data to gather information on the research topic. The use of the research onion was implemented to examine the different stages

used whilst focusing on the aim of the study. Therefore, the positivism approach was utilized for the data collection process as well as the deductive approach used for the study design.

Due to the nature of the study, the quantitative design was used to get a clearer understanding of the framework through the use of the survey method. Hence, primary data was the main source for data collection and the purposive sampling method was utilized to examine the number of respondents that received/filled the questionnaire which makes it a total of 82 staff members for both organizations. With 47 respondents from SBSC and 35 from the NIIT organization. Furthermore, the use of SPSS was utilized to interpret and analyze the data set.

Chapter Four: Data Analysis and Findings.

4.1 Introduction.

This chapter depicts the responses received from questionnaires, interprets the feedback, and also discusses the analysis gathered using the SPSS which is in alignment with the literature review. Hence, results were interpreted in line with the objectives of the study stated in chapter one.

4.2 Demographic.

In this section, the researcher looks at the different variables that comprise the demographics such as 1) age 2) rank within the organization 3) work experience has gotten within their current organization 4) academic qualification and 5) the department they work in. Hence, Table 4.2.1 shows the number of people who generally filled each question within this section. For instance, for Q1(82 filled the questions in the survey), in Q2 (82 people answered the questions). For Q3, the table reviewed shows that all respondents also answered the question. For Q4 and Q5 shows, all 82 respondents also filled it.

Table 4.2.1: Frequencies

		1) What age group do you belong to?	2) Which of the portfolio best describes your job position?	3) How long have you been in this organization?	4) What is your highest educational qualification?	5) Name of department you work in?
N	Valid	82	82	82	82	82
	Missing	0	0	0	0	0
Mean		1.9268	2.2561	1.8049	2.3049	
Median		2.0000	2.0000	2.0000	2.0000	
Mode		2.00	2.00	2.00	2.00	
Std. Deviation		.76627	.66316	.53146	.64193	
Minimum		1.00	1.00	1.00	1.00	
Maximum		4.00	4.00	4.00	5.00	

1) What age group do you belong to?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25	22	26.8	26.8	26.8
	26-30	49	59.8	59.8	86.6
	31-40	6	7.3	7.3	93.9
	Above 40 years	5	6.1	6.1	100.0

Total		82	100.0	100.0	

2)Which of the following portfolio best describes your job position?

		Frequency	Percent	Valid Percent	Cumulative Percent
	Para-professional	7	8.5	8.5	8.5
	Professional	50	61.0	61.0	69.5
	Management staff	22	26.8	26.8	96.3
	Executive	3	3.7	3.7	100.0
Total		82	100.0	100.0	

3) How long have you been in this organization?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	20	24.4	24.4	24.4
	1-5 years	59	72.0	72.0	96.3
	6-10 years	2	2.4	2.4	98.8
	More than 10 years	1	1.2	1.2	100.0
Total		82	100.0	100.0	

4) What is your highest educational qualification?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	High school diploma	1	1.2	1.2	1.2
	Bachelor's Degree	61	74.4	74.4	75.6
	Master's Degree	15	18.3	18.3	93.9
	PHD	4	4.9	4.9	98.8
	HND	1	1.2	1.2	100.0
Total		82	100.0	100.0	

5) Name of department you work in?
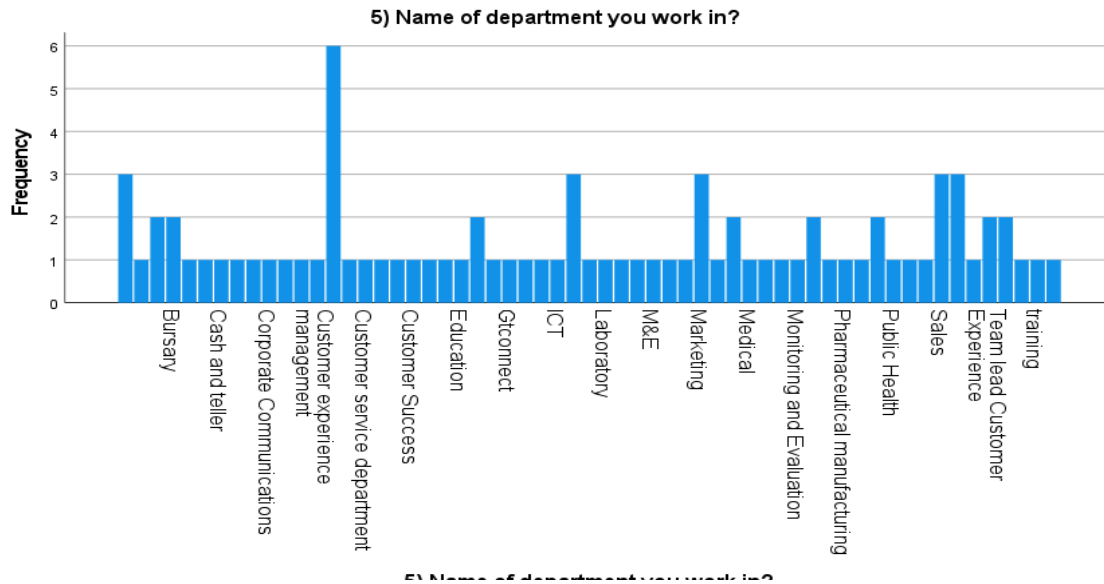
Consequently, the demographic data shows a summary of 82 respondents which shows that within the IT industry in Nigeria, the ages between 26-30 years old dominate the industry as 49 respondents currently work in the sector and 22 respondents within the age range of 18-25 years are the second-largest age bracket. Hence, 6 out of 82 respondents within the range of 31-40 and above 40 is the least with a total of 5 people in the IT sector. The age data captured here signifies that employees were of knowledgeable age and experience within the field with a total of 59 (72%) respondents have spent within 1-5 years and 20 (24.4%) respondents who have less than a year experience. Furthermore, the table shows the majority of the respondents who filled the survey were professionals with a total of 50(61%), followed by 22 employees (26.8%) who occupied the management position indicates they are well educated and, in a position, to understand "strategic human resource management practices and performance management". Therefore, the data covered the respondents from different educational backgrounds with 61(B.SC.), 15(M.Sc.), 4(Ph.D.), 1(HND) which is the least tertiary institute degree in Nigeria, and 1(high school diploma graduate). The respondents revealed that each department in the organization was equally represented with the customer service department having the highest number of 22 respondents.

4.3 Performance Management.

In this section, a total of 3 questions was asked and answers were received using the Likert 5 scale of strongly agree to strongly disagree respectively. All 82 respondents answered and there are no missing values. The data analyzed below shows their responses.

Table 4.3.0: Frequency.

		6) Employees find the SHRM practices in place effective?	7) Does the HR practices implemented positively affect employees in your organization?	8) Do you derive job satisfaction as well as improve job performance as a result of the laid-out practices initiated by the HR manager?
N	Valid	82	82	82
	Missing	0	0	0
Mean		2.20	2.32	2.51
Median		2.00	2.00	2.00
Mode		2	2	2
Std. Deviation		.823	.844	1.091
Minimum		1	1	1
Maximum		4	4	5

Employees find the SHRM practices in place effective?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	15	18.3	18.3	18.3
	Agree	42	51.2	51.2	69.5
	Neutral	19	23.2	23.2	92.7
	Disagree	6	7.3	7.3	100.0
	Total	82	100.0	100.0	

Does the HR practices implemented positively affect employees in your organization?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	10	12.2	12.2	12.2
	Agree	46	56.1	56.1	68.3
	Neutral	16	19.5	19.5	87.8
	Disagree	10	12.2	12.2	100.0
	Total	82	100.0	100.0	

Do you derive job satisfaction as well as improve job performance as a result of the laid-out practices initiated by the HR manager?

		Frequency	Percent	Valid Percent	Cumulative Percent

Valid					
	Strongly agree	15	18.3	18.3	18.3
	Agree	30	36.6	36.6	54.9
	Neutral	20	24.4	24.4	79.3
	Disagree	14	17.1	17.1	96.3
	Strongly Disagree	3	3.7	3.7	100.0
	Total	82	96.3	100.0	

The above table shows that most employees totaling 57 respondents (69.5%) believe strategic HRM practices in existence within their organization are effective to the performances of workers. While 25 people (30.5%) are either neutral or disagree with SHRM practices being an important tool used to boost employee performances. This also confirms (Khan et.al, 2019) study which states that most employee's job performances improve as a result of the implementation of SHRM practices as well as aid in promoting job satisfaction.

This study also points out that 56 staff members (68.3%) agree that most SHRM practices implemented by the HR managers positively impact their organization, however, 26 employees (31.7%) in total are either on the fence about this positive impact or completely disagree with the notion. Furthermore, the study also points out that 45 (54.9%) people completely agree with the fact that most SHRM practices that have been initiated within the company have brought improve job performances within employees and also increased the level of job satisfaction they have gotten as a result of the development. Additionally, the sum of 17 people (20.8%) is of a different opinion as they do not believe that job satisfaction, as well as improved employee performance, is gotten from the SHRM implemented. There are certain workers who are indifferent about the impact received with a total of 24.4%. The trend of analysis in the research study shows that majority of employees agree that SHRM practices that have not only been initiated but also implemented aid in getting effective results within the firm and also improve the job performances of employees while also giving adequate work satisfaction (Vlachos, 2008).

However, the researcher also tried to review the correlation between performance management (employee and organization) with PM being the dependent variable and organizational culture as an independent. From the graphs displayed, we see that most people agree that most SHRM practices implemented in organizations have helped improve the general firm's performance output as well as workers' performance within the industry. Hence, the responses depicted from the questionnaire suggest that most job satisfaction is derived from the reliability gotten from these

practices, hence there is a relationship between SHRM and PM. This relationship is supported by (Ali, 2017: Khan et.al, 2019: Uysal, 2019) study which states that there is a great significance in the connection existing between performance and SHRM.

4.4 Strategic human resources practices.

In this section, a total of 6(six) questions were asked in the questionnaire, with the question (9) and (12) having listed possible implementation that has been done within the organization to fully grasps the extent of SHRM practices existing within the sector. In the study, all respondents answered the questions and no missing data was found in the below charts and table.

Table 4.4.0: Strategic Human Resource Practices

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
9) Which of the SHRM practices is currently implemented by the HR manager? [Recruitment and selection process]	82	1	5	1.71	.909
9) Which of the SHRM practices is currently implemented by the HR manager? [Employee training and development]	82	1	5	2.05	1.065
9) Which of the SHRM practices is currently implemented by the HR manager? [Remuneration/salary or general benefits]	82	1	5	2.20	1.138
9) Which of the SHRM practices is currently implemented by the HR manager? [Performance Appraisal]	82	1	5	2.01	.896
10) Do you think SHRM practices implemented has positively impacted the organization?	82	1	5	2.15	.944
11) Do you think SHRM practices implemented has negatively impacted the organization?	82	1	5	3.37	.923
12) Which of the following listed below do you think will help to further boost employee's performance within the organization? [Recognition and reward programs]	82	1	5	1.57	.956
12) Which of the following listed below do you think will help to further boost employee's performance within the organization? [Advanced on the job training and development program]	82	1	5	1.65	.880
12) Which of the following listed below do you think will help to further boost employee's performance within the organization? [Better mental health and wellness programs]	82	1	5	1.61	.750
12) Which of the following listed below do you think will help to further boost employee's performance within the organization? [Improved and sustainable advanced performance appraisal system]	82	1	5	1.61	.782
13) Do you think that the implemented SHRM practices has helped foster a better culture within the company and boosted employee performance?	82	1	4	2.38	.811
14) Do you think that the organizational culture in the firm has improved the overall performance of staff?	82	1	5	2.37	1.025
Valid N (listwise)	82				

Chart 4.4.1

9) Which of the SHRM practices is currently implemented by the HR manager? [Recruitment and selection process]

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

9) Which of the SHRM practices is currently implemented by the HR manager? [Remuneration/salary or general benefits]

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

9) Which of the SHRM practices is currently implemented by the HR manager? [Employee training and development]

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

9) Which of the SHRM practices is currently implemented by the HR manager? [Performance Appraisal]

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

10) Do you think SHRM practices implemented has positively impacted the organization?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

11) Do you think SHRM practices implemented has negatively impacted the organization?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

12) Which of the following listed below do you think will help to further boost employee's performance within the organization? [Better mental health and wellness programs]

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

12) Which of the following listed below do you think will help to further boost employee's performance within the organization? [Advanced on the job training and development program]

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

12) Which of the following listed below do you think will help to further boost employee's performance within the organization?   [Recognition and reward programs]

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

13) Do you think that the implemented SHRM practices has helped foster a better culture within the company and boosted employee performance?

- Strongly agree
- Agree
- Neutral
- Disagree

14) Do you think that the organizational culture in the firm has improved the overall performance of staff?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

The table 4.4.0 and chart 4.4.1 shows analysis found in section C part of the questionnaire, the research studies show a trend in frequencies indicating 73 respondents with a total sum of (89%) views recruitment and selection of employee as the most important tool implemented by the HR practitioners within the industry as it is a very popular tool across the sector. The study also highlights that 79.2% (65) of respondents see performance appraisal as a process of checkmating worker's performances in the organization as an effective instrument. The third popular practice currently utilized within the IT sector in Nigeria is training and development which has a total of 73.2% (60) respondents. Thus, the least implemented tool utilized in the Nigerian IT sector is remuneration/salary or general benefits with a total of 58 (70.8%) respondents who agree with the idea. Therefore, this also shows that the majority of workers in this sector are not moved to perform better at their job due to the salary scale, they are fueled by passion and conductive work structure. In other words, most people who work in this industry do it for the satisfaction they get and not due to financial circumstances.

In the above chart, the study shows a link between questions 10 and 11 which handles the impact gotten from implemented SHRM practices. For instance, research indicates that more respondents for question10 (54 people with 65.8%) and 11 (42 people with 51.2%) respectively strongly agree that SHRM practices positively impact the company. In other words, 20 employees from both SBSC and NIIT feel that implemented SHRM practices have a negative impact.

As we see from the literature review, organizational culture and employee performances are intricate to the understanding of this study. For instance, the researcher also tried to understand the most important SHRM practices that aids to boost employees' performances. The study shows that most respondents opine that job training and development with a total of 93% is the most vital practices that boost employee performance within an organization, followed by 92.7% who believe that when an employee has access to better mental health and wellness programs available, there are more tendencies to perform better. In the study, advanced performance appraisal system and reward/ recognition have a tie with an average of 90.2% respectively. This shows that employees view it as very important to improved job performance, however, it is not a defining factor when compared to other SHRM practices.

However, in question 13, 50 respondents (61%) believe that most of the SHRM practices that are implemented helped to foster an improved culture with the firm and also increased workers' performance. When asked also if overall performances of staff have improved as a result of the organizational culture being in alignment with SHRM practices, a total of 61% concurred. From existing trend in data analysis gotten from staff shows that postulated resourced based theory described by Madhani. P.M. (2010) is in alignment as study shows most workers tend to perform better when an organization provides available resources and targets to ensure a competitive advantage over their industry counterparts. Hence, the provision of advanced better mental health and wellness programs or remuneration/benefits of staff, job training, etc. not only make employees have a better output, it also makes the organization have the ability to benefit from its investment which is expected through workers performance output as well as job satisfaction. The study also shows that due to the dynamic nature of the IT sector and constant change in the workspace as seen in contingency theory, most employees tend to be ruled by their passion for IT as a whole regardless of the firm they work for. In other words, though IT constantly evolves as new technology comes, employees stay due to the passion they have for their craft regardless of good SHRM practices in the company, thus though important but it's not a decision-making factor for the professionals.

Furthermore, the study also shows that there is a correlation between strategic HRM practices which include (recruitment and selection, remuneration, training and development, performance appraisal) and their impact within the organization. Hence, this existing relationship aids to foster a positive organizational culture in the firm which leads to better employee and company output

within the IT sector. Thus, this relationship support studies by (Harrison, Bazzy, and Sheard, 2017: Oparanma, 2010 and Mba,2014) which imply that most existing organizational culture plays an internal factor when trying to implement SHRM practices as it helps to ensure that the company's strategies chosen is successful.

4.5 Reliability and Validity.

The study also tried to analyze how far reliable the questionnaire is and if another researcher can replicate it for their further study. The researcher starts by trying to analyze similar data through the same set of questions for question 6,7,8 with diagram/Table 4.5.0 below:

Table 4.5.0

Case Processing Summary

		N	%
Cases	Valid	82	100.0
	Excluded[a]	0	.0
	Total	82	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.844	.856	3

Item Statistics

	Mean	Std. Deviation	N
6) Employees find the SHRM practices in place effective?	2.20	.823	82
7) Does the HR practices implemented positively affect employees in your organization?	2.32	.844	82

8) Do you derive job satisfaction as well as improve job performance as a result of the laid-out practices initiated by the HR manager?	2.51	1.091	82

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	2.341	2.195	2.512	.317	1.144	.026	3
Inter-Item Correlations	.665	.616	.727	.111	1.181	.003	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
6) Employees find the SHRM practices in place effective?	4.83	3.106	.730	.563	.774
7) Does the HR practices implemented positively affect employees in your organization?	4.71	2.975	.760	.596	.744
8) Do you derive job satisfaction as well as improve job performance as a result of the laid-out practices initiated by the HR manager?	4.51	2.401	.682	.468	.842

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
7.02	5.901	2.429	3

However, from the above analysis we see that the questions are very reliable as Cronbach Alpha suggest that for data to be reliable, it must be < .70, hence, from the data above, the study shows that Cronbach Alpha is .844 which is very good as it is above the required competence level. In the "corrected item total correlation," it shows that the data is also very good as it is < .70 as stipulated. Hence, it must necessary to go further in checking other questions from the questionnaire. Consequently, a combination of the total 14 questions was analyzed and we see that the Cronbach Alpha is .790 which is greater than the required .70, hence the questionnaire is very valid as well as reliable for study (Pallant, 2013).

Case Processing Summary

		N	%
Cases	Valid	82	100.0
	Excluded[a]	0	.0
	Total	82	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.790	.764	19

Item Statistics

	Mean	Std. Deviation	N
1) What age group do you belong to?	1.9268	.76627	82
2) Which of the portfolio best describes your job position?	2.2561	.66316	82
3) How long have you been in this organization?	1.8049	.53146	82
4) What is your highest educational qualification?	2.3049	.64193	82
6) Employees find the SHRM practices in place effective?	2.1951	.82311	82

7) Does the HR practices implemented positively affect employees in your organization?	2.3171	.84442	82
8) Do you derive job satisfaction as well as improve job performance as a result of the laid-out practices initiated by the HR manager?	2.5122	1.09142	82
9) Which of the SHRM practices is currently implemented by the HR manager? [Recruitment and selection process]	1.7073	.90932	82
9) Which of the SHRM practices is currently implemented by the HR manager? [Employee training and development]	2.0488	1.06461	82
9) Which of the SHRM practices is currently implemented by the HR manager? [Remuneration/salary or general benefits]	2.1951	1.13789	82
9) Which of the SHRM practices is currently implemented by the HR manager? [Performance Appraisal]	2.0122	.89572	82
10) Do you think SHRM practices implemented has positively impacted the organization?	2.1463	.94440	82
11) Do you think SHRM practices implemented has negatively impacted the organization?	3.3659	.92312	82

12) Which of the following listed below do you think will help to further boost employee's performance within the organization? [Recognition and reward programs]	1.5732	.95621	82
12) Which of the following listed below do you think will help to further boost employee's performance within the organization? [Advanced on the job training and development program]	1.6463	.88012	82
12) Which of the following listed below do you think will help to further boost employee's performance within the organization? [Better mental health and wellness programs]	1.6098	.74959	82
12) Which of the following listed below do you think will help to further boost employee's performance within the organization? [Improved and sustainable advanced performance appraisal system]	1.6098	.78183	82
13) Do you think that the implemented SHRM practices has helped foster a better culture within the company and boosted employee performance?	2.3780	.81104	82
14) Do you think that the organizational culture in the firm has improved the overall performance of staff?	2.3659	1.02454	82

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
39.9756	58.246	7.63193	19

Consequently, a combination of the total 14 questions were analyzed with sub-questions in 9 and 12 this drives that stipulated reliability using Cronbach Alpha is .790 which is greater than the required .70, hence the questionnaire is very valid as well as reliable for study.

The researcher also goes further to test the significance of the research questions using the Pearson correlation matrix below, however, the breakdown of its significance is seen in the discussion chapter.

Correlations

		6) Employees find the SHRM practices in place effective?	7) Does the HR practices implemented positively affect employees in your organization?	8) Do you derive job satisfaction as well as improve job performance as a result of the laid-out practices initiated by the HR manager?	9) Which of the SHRM practices is currently implemented by the HR manager? [Recruitment and selection process]	9) Which of the SHRM practices is currently implemented by the HR manager? [Employee training and development]	9) Which of the SHRM practices is currently implemented by the HR manager? [Remuneration/salary or general benefits]	9) Which of the SHRM practices is currently implemented by the HR manager? [Performance Appraisal]	10) Do you think SHRM practices implemented has positively impacted the organization?
6) Employees find the SHRM practices in place effective?	Pearson Correlation	1	.727**	.616**	.358**	.369**	.302**	.365**	.582**
	Sig. (2-tailed)		<.001	<.001	<.001	<.001	.006	<.001	<.001
	N	82	82	82	82	82	82	82	82
7) Does the HR practices implemented positively affect employees in your organization?	Pearson Correlation	.727**	1	.652**	.476**	.367**	.385**	.321**	.622**
	Sig. (2-tailed)	<.001		<.001	<.001	<.001	<.001	.003	<.001
	N	82	82	82	82	82	82	82	82
8) Do you derive job satisfaction as well as improve job performance as a result of the laid-out practices initiated by the HR manager?	Pearson Correlation	.616**	.652**	1	.414**	.424**	.386**	.410**	.657**
	Sig. (2-tailed)	<.001	<.001		<.001	<.001	<.001	<.001	<.001
	N	82	82	82	82	82	82	82	82
9) Which of the SHRM practices is currently implemented by the HR manager? [Recruitment and selection process]	Pearson Correlation	.358**	.476**	.414**	1	.436**	.473**	.277*	.338**
	Sig. (2-tailed)	<.001	<.001	<.001		<.001	<.001	.012	.002
	N	82	82	82	82	82	82	82	82
9) Which of the SHRM practices is currently implemented by the HR manager? [Employee training and development]	Pearson Correlation	.369**	.367**	.424**	.436**	1	.604**	.517**	.484**
	Sig. (2-tailed)	<.001	<.001	<.001	<.001		<.001	<.001	<.001
	N	82	82	82	82	82	82	82	82
9) Which of the SHRM practices is currently implemented by the HR manager? [Remuneration/salary or general benefits]	Pearson Correlation	.302**	.385**	.386**	.473**	.604**	1	.567**	.295**
	Sig. (2-tailed)	.006	<.001	<.001	<.001	<.001		<.001	.007
	N	82	82	82	82	82	82	82	82
9) Which of the SHRM practices is currently implemented by the HR manager? [Performance Appraisal]	Pearson Correlation	.365**	.321**	.410**	.277*	.517**	.567**	1	.246*
	Sig. (2-tailed)	<.001	.003	<.001	.012	<.001	<.001		.026
	N	82	82	82	82	82	82	82	82
10) Do you think SHRM practices implemented has positively impacted the organization?	Pearson Correlation	.582**	.622**	.657**	.338**	.484**	.295**	.246*	1
	Sig. (2-tailed)	<.001	<.001	<.001	.002	<.001	.007	.026	
	N	82	82	82	82	82	82	82	82

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Correlations

		13) Do you think that the implemented SHRM practices has helped foster a better culture within the company and boosted employee performance?	14) Do you think that the organizational culture in the firm has improved the overall performance of staff?
13) Do you think that the implemented SHRM practices has helped foster a better culture within the company and boosted employee performance?	Pearson Correlation	1	.634**
	Sig. (2-tailed)		<.001
	N	82	82
14) Do you think that the organizational culture in the firm has improved the overall performance of staff?	Pearson Correlation	.634**	1
	Sig. (2-tailed)	<.001	
	N	82	82

**. Correlation is significant at the 0.01 level (2-tailed).

4.6 Conclusion.

This chapter has reviewed and analyzed the presented data; the study shows that the objective, theoretical and conceptual aspect was scrutinized. Furthermore, the relationship between performance management (organizational and employee) and SHRM practices were explored, also the organizational culture within the firm was explored, the impact of SHRM practices implemented within the organization was established as well as the different instruments utilized by the organization to enable employee maximum job performance output. Hence, SPSS and google form was used to breakdown the data.

Chapter Five: Discussions and Findings.

5.0 Introduction.

In this chapter, findings obtained gotten from respondent responses on the questionnaire distributed. Hence, the outcome of the finding is used in drawing conclusions, recommendations, and suggestions for further research.

5.1 Discussion of findings and Answers to research questions.

5.1.1 Demographic.

The demographics tables received from respondent's responses give an intricate insight into the IT workforce in Nigeria, for instance, we see that people within the age 26-30 years are working are very prevalent within the IT industry. This confirms a trend that most people who are in the employment market especially the IT sector are young, although when compared to what is prevalent in Ireland, we see the delay is as a result of the age most B.Sc. Holders finish school as a result of the external environment they find themselves which is beyond their control.

Furthermore, the study shows that people age 26-30 years are dominating the sector while workers between 18-25 are in second place which is ironic from what is seen in the western world where generation Z is more dominant than millennials. As explained above, this is due to the country's economic situation where people who get admission to study a course in the university especially public are of more mature age than their counterpart in either private school or are based abroad with better opportunities. Hence, most of these workers are majorly B.Sc. holders who just graduated recently and trying to start life.

5.1.2 What type of SHRM practices are implemented in the IT sector such as recruitment and selection practices, retention, training, etc.?

The data analysis results show that SHRM practices within the organization such as (recruitment and selection, employee training and development, remuneration and benefit, lastly performance appraisal) significantly affect employee performances which means that the aforementioned instruments are very important however recruitment and selection are most important as agreed by workers in the industry as it leads with the highest number. Hence, this is in line with findings gotten by (Bouaziz and Smaoui Hachicha, 2018: Vlachos, 2008) which shows a significant positive effect on SHRM practices and states that HR managers are more likely to implement these practices to aid improvement of staff performances. The connection between this study and

available literature can be linked to the fact that when these practices are properly implemented for instance, when the right people with a genuine interest in the company are recruited and trained well, there is a high tendency of retention and greater individual output which is translated through the firm's output (performance).

Furthermore, we see that from the Cronbach alpha reliability table and the Pearson correlation table seen in chapter 4 shows that there is a great significance level in Q6-10 as we see that the data is less than 0.001 and the same data in the "Pearson data table" tallies with all 4 questions which shows a great significance between employees' performance and SHRM practices which exist within the company. Hence, workers find this SHRM practice very effective due to its positive impact as well as the improved employee/organizational performance management. This development is similar to Ireland as most companies tend to focus on the type of people that are recruited in their companies, their mindset, and if they are team players.

5.1.3 How does the organizational culture in the IT sector in Nigeria impact the relationship between SHRM practices and employee performance?

For this study to adequately answer this question, the data analysis reveals there is a significant relationship between organizational culture, SHRM practices, and employee performance.

Hence, it was analyzed using Pearson correlation and descriptive statistics which shows sig (two-tailed) is >.001 and has a correlation of .634. In other words, as much as it is greater than .001, we can't say it is rejected because the correlated significant number is <.01 which makes the significant. This implies the importance of organizational culture form the basis which bolsters the impact and relationship between SHRM practices and employee performances. Thus, the way an organization is structured is very important as it helps most employees within the organization feel satisfied and give their best performance towards a greater organizational output. This is in agreement with the study written by (Oparanma, 2010: Mba, 2014) who explored the level of influence organizational culture has on employee performance, furthermore, the study was investigated using government agencies and IT industries. See Chapter 2. However, the findings reiterate that as much as culture is instrumental, most culture varies based on industrial sectors and countries of interest involved, Thus, when an HR practitioner is implementing or amending strategic policies, certain factors such as external and internal environment must be considered.

It goes a long way as it helps the employees feel wanted and valued in the firm, which makes them want to put in their best. Additionally, Q13 and 14 shows that employee agrees that most SHRM

practices implemented foster good culture within staff which in turn translates to improved overall job performances. The contingency theory used in this study as discussed in chapter 2 is observed here to be effective as it suggests that once a company can adapt to change, such adaptability must enable organizational structural change through the SHRM practices which lead to improved employee performance.

5.1.4 How do SHRM practices implemented in their firm improve the company's performance as a whole?

From the data analyzed, the study shows that SHRM practices such as (recruitment and selection, employee training and development, salary, and general benefits) aids in the improvement of firm performances. However, most companies tend to use instruments listed in Q12 from the questionnaire to implement these SHRM practices which include (recognition and reward, job training and wellness developments, mental health and development programs, improved and sustainable advanced performance appraisal system), Therefore, when the aforementioned systems are in place, it tends to bring about the establishment's maximum capacity in the improvement of overall company performance output through the ability of the HR manager to successfully implement them. This result is in collaboration with the study by (Stanton and Nankervis, 2011) who affirm through the use of empirical evidence when SHRM practices are implemented, most companies' performance tends to increase.

Furthermore, results from the derived statistics and correlation show there is a significance in the value the aforementioned instruments provided with 68 respondents. Thus, recognition and reward leading shows that most employee when they are being noticed for the effort, they tend to contribute more towards the company goal, workers prefer when their line managers applaud them for their effort, hence, most companies tend to use things like employee of the month, financial rewards like a gift voucher, etc. to motivate their staff members in other to perform better which later translates into the company's performance. Secondly, the study illustrates that workers value on the job training with 64 respondents showing that there is a great significance indicating that not only is it that boosting their careers and resume but also as a means of improving overall company performance, which we see as a major factor in SHRM practices. In addition, the improved performance appraisal system has the third instrument which has played an essential role, hence, 62 respondents believe that when a good rating system is in place and they are being judged fairly by their bosses, there is a huge tend to thrive and do well, which leads to creating a

friendly competition amongst themselves, this is in line with the fact that once staff is rated fairly, they tend to do better based on the reward and recognition given to people that are rated highly. However, the study also shows a trend within the Nigerian IT sector that mental health is not a major focus/priority within workers, which leads to few respondents of 62 people accepting it as a valuable instrument needed to improve organizational performance output. Unlike their counterpart in developed countries like Ireland, the UK believe that employees must be psychologically stable in other to perform better which translates to the company's output. Therefore, the study shows that this trend can affect workers in producing very good results and will need to work on how staff releases everyday job stress.

5.1.5 How does the application of SHRM practices in the firm positively or negatively affect employees' performance?

Lastly, it is important to understand the application of SHRM practices impacts companies either positively or negatively when implemented. From data analyzed in Q10, the descriptive statistics in the study shows that the mean deviation of 2.15 indicates a greater significance. Also note that, although Q11 shows mean is higher with 3.37. However, we see that most respondents tend to disagree that SHRM practices negatively impact employee performance. This data is in alignment with the empirical study conducted by (Lengnick-Hall et.al., 2009) who suggests that most organizational staff members tend to perform better when SHRM practices are adequately implemented. The aforementioned authors indicate that when there is a positive influence, there are tendencies of reduced job resignation within staff members and it brings about maximum job satisfaction. From the regression being analyzed in the study, the importance of this positive outlook within employees' performances is highlighted within the IT sector as we see that most workers are motivated to work in alignment with the job description as well as the on-the-job training than the salary/ general benefits received.

It is also worthy of note that, employee commitment takes center stage within the organization which helps to boost general employee performance output. Hence, the data instrument analyzed also signifies that most workers believe that SHRM practices when in sequence with an organizational goal, bring about improved financial balance as well as better technological systems (Saha et.al, 2016). On the other hand, the researcher cannot also dismiss the growing trend that exists between respondents who believe that there is a negative impact, their opinion can be stem

from various reasons such as fear of failure on the strategies due to constant evolution in the IT sector, lack of structure within the different IT companies, etc.

5.2 Conclusions.

This study tries to grasps the understanding of the various variables and how they impact SHRM practices and performance management as a whole within IT sectors in Nigeria.

The findings exerted from this study show support for use of contingency and resource-based theory in establishing the foundation of its work. From this research, SHRM practices are very important and prevalent in today's companies, especially within the IT industries. It shows clearly that the application of this study positively influences the level of performance management extracted from staff output and organizational culture. The study also points that one of the major factors that push the use of these practices is the organizational culture. In other words, for a company to successfully have a strategy and implement it, most HR managers consider the type of culture that exists within the firm as a tool for the promotion of teamwork. The Pearson correlation results show a positive impact of (.634), this suggests that this organizational culture not only boost a better culture, it also aids to improve the overall performance of a company which aligns with research conducted by (Iqbal et.al, 2017) who also believe that organizational culture help to create employee retention through boosting job satisfaction. thus, the aforementioned authors explained these cultures through different models as explained in chapter 2. Additionally, in this research, the highest contributor of SHRM practices that aids in performance management is the recruitment and selection of an applicant. Whilst the least contributor is general benefits/remuneration, this suggests that workers in the IT sector are not motivated by what they earn, however, they are interested in the career benefits which will make them better. It is gotten through the passion derived from the job satisfaction received within the premise of the job.

This study also discovered that all SHRM practices ranging from recruitment to performance appraisal are utilized efficiently within the IT sector, however, they are prioritized based on the firms' structure itself which is usually monitored and modified by the HR manager as explained earlier.

The data analysis seen in this research shows that SHRM practices positively impact the performance outcome of a company as well as its workers. Hence, these practices work hand in hand with performance management, as the study shows that it is from these practices that the direction and over performances are championed.

Chapter Six: Conclusions and Recommendations.

6.1 Introduction.

This chapter deals with the summary of the entirety of the study, recommendation, limitation of the study, and personal statement from the perspective of the researcher.

6.2 Conclusion.

In this study, SHRM practices are an effective tool most organizations utilized based on the impact it creates after implementation within workers. While performance management deals with

organizational and employee performance output which is in alignment with the company objective.

The study aimed at analyzing the "impact of strategic human resource management practices and performance management within the IT industries in Nigeria". This research adopted the quantitative study to collect reliable data on the influence of strategic HRM practices and performance management. Hence, the study used 82 respondents from SBSC and NIIT, thus, Nigeria is the sample country.

The study findings show from the evidence gathered discloses there is a strong relationship between the impact of SHRM practices and performance management in IT industries. Another finding of the research reveals that most employee performances output is in alignment with their company objective, however, for the workers to be productive there must be laid down tools in place to help ease their work stress. Hence, this instrument is usually carried out by the HR manager which includes recognition and rewards, advanced training and development, advanced performance appraisal system, and better mental health and wellness programs which helps to ensure that staff welfare is taken care of as well promote retention.

A key factor revealed in the findings from this study is that employees are not motivated by monetary value when working within the IT sector like those that are found there are prompted by the passion they have for their craft, unlike other sectors who may be reliant to stay based on their salaries or financial benefits attached to their roles in the company. For an HR manager to please this type of staff and retain them, they would be required to promote more on-the-job training and also push a reward system such as employee of the month or gift for people who exceed their colleagues in performances. Thus, there is more internal competitiveness between members of staff which in turn is an advantage to the general organizational output. This observation was gotten from the frequencies in chapter four.

In conclusion, the findings seen in this study are in line with existing literature except that most employees who contribute to their workplace and bring their best, do it as a result of the natural passion they have for their jobs/craft. However, they are not propelled by the financial benefits of their jobs.

6.3 Recommendations.

Based on the findings of this study, it is well established that strategic human resource management practices play a major role in improving the performances of staff in the organizations. Thus, from

the study, the IT culture adopted shows that task is performed based on the line managers instructions as the culture in Nigeria promotes hierarchical which makes it very bureaucratic. However, the default in such practice shows that there is no room for promoting innovation and creativity as decisions are restricted to top management, however for the companies to blossom, the work culture should adapt flexibility(adhocracy) as well as innovation within staff members through the laid down rules and regulations, this is to aid accommodate employees' creativity. The work environment within the IT industry should suggest creativity as their job itself deals with the technological innovation of products to succeed. If their line managers are not available, the organization should allow distribution of power for emergency decisions to be made. Furthermore, staff should be allowed to contribute their ideas directly with top management during periodic staff meetings or other communication systems within the organization instead of going through a long-form of approval list, which can make the idea either watered down or someone else taking credit for the idea. Here, management can adopt an application system fully used to collect new ideas from staff members, this can be done by either installing the application or by using the company blog. For this to be effective, it will be ideal to implement this in the next financial year and these apps or blogs should have a section where ideas are written and the name of the employee should be attached so if the idea is finally picked up, the person should be credited and rewarded for their part. Additionally, this new development should be managed/monitored by someone from the top executive who has the power to review and implement such changes. This would also help to curb shyness from certain staff who may have workable ideas but not feel comfortable sharing such in the presence of other people.

The study also, the study shows that most people who work in the IT sector do it based on their passion. However, if the competition within the sector or outside offers a more lucrative deal that will help enhance their ability to perform and grow career-wise, this will make employee retention to be impossible. Therefore, it is important to promote employee retention through the way staff are recruited within the organization. For instance, if an HR manager is recruiting new staff members, they must ensure provisions are available for a full life cycle in the firm. The amount of money used in recruiting new staff members to fulfill a role that is vacant as a result of bad decision-making policies will be curbed as employee retention reduces the way most companies waste money. The work environment should be conducive enough to allow people to flourish

within the firm as no staff should be looked down on or discriminated against in their dispatch of duties and those who are guilty must be thoroughly dealt with.

The finances budgeted for new staff entry as well as job postings should be reviewed yearly as well as the performance of old staff members which will help determine how many staff underperformed and will need retraining as well as those workers who left their organization. From such review, this development will help know the number of new skills and people needed while the remaining budget can be used to boost both in-house training and outside training of excellent staff. For instance, workers that performed extremely well can be sent abroad to gain deeper technical knowledge of the industry.

The study also shows that in the IT sector, it is important to utilize the need for internal progression or promotion. In other words, workers should be promoted regular and as at well due, IT firm should have a bit of progression plan which can take place either bi-yearly or 4 years, this will help motivate workers to remain in the organization as every staff has their personal goals which they wish to achieve, hence this movement will help to ensure staff goals are met while giving their best performance to the organization. However, for this to be implemented, it is important to consider the financial aspect of the new strategy as it will include more money for increment as well as perks, thus, this should be reviewed during the financial budget meeting to discuss these strategies and also note that if there is retention within an organization, the finances used to recruit a new set of people, train them and ingrain them into the company culture will be reduced. For instance, if this is considered, there can be a reduction in other aspects such as serving breakfast and lunch to staff can be reduced. The use of company cars can be reviewed and restricted to just the staff bus; these new changes can help reduce the new budget cost for subsequent promotion of staff as the bigger picture must be considered.

Additionally, it is very observant that the use of appreciative work for a job well done by top executives such as "thank you" is very elusive in the work environment. In Nigeria, the belief of showing appreciation is through tough love and most time, this tends to damper on the mental and psychological wellbeing of staff. The African community and companies need to consider following the emotional approach to encourage staff as well as motivate them mentally to enable them willingly to improve well. The use of also good mental services and counselors should be made available for staff and it should be promoted within the organization. A good therapist should

be employed to help this and the finances for this new staff should be added to the yearly budget as suggested earlier.

Lastly, the need for internal flexibility should be encouraged. In other words, as time passes, staff may feel tired of doing the same work for a long time or may have developed an interest in a different career space, the IT firm should make their structure flexible enough to enable people who want to try other department access to these changes. This helps to boost the performance and job satisfaction of workers. A routinary interdepartmental structure can be placed, it also shows that no staff is indispensable and any emergency resignation or death of staff would not leave the job vacant until a replacement is found. Thus, it is a win situation for both staff and top management.

6.4 Limitation of Findings and suggestions for further research.

This research was limited to two branches of NIIT and SBSC located in the eastern part of Nigeria, further studies will be required to be undertaken in their other branches located within Nigeria and abroad to verify their different culture in both a national and multinational context.

Secondly, it is important to note that findings may not be relevant to other multinational companies and sectors. Hence, it is necessary to replicate the findings of this study across different industries such as construction industries, pharmaceutical industries, etc. as it will aid to validate the general applicability of this study findings.

Thirdly, the cross- sectional approach adopted also displays another level of limitation in the study, due to the limited time frame available for this study thus, the future researcher can adopt either the longitudinal or mixed-method research method which consists of both quantitative and qualitative methods. These approaches can present a deep insight into strategic human resource management practices and performance management whilst further validating the current research findings presented.

6.5 Personal learning statement.

In this study, it is important to review the research journey as self-reflections is needed in assessing decision made including the lessons received in the limitation to be able to do better over the long term. In this section, my reflections during my research on SHRM practices and performance management is indictive. Certain situations occurred during the research journey which enabled the researcher to learn from and also choose alternative measures, for instance, the study was supposed to have Ireland as the case study as proposed in the research proposal submitted

previously. However, getting access to Irish companies who were willing to respond to intending questions proved very abortive and the researcher decided to instead look into the Nigerian market, where getting people that would willingly respond was easier based on the connection already linked in the companies and country at large based on birth. Hence, it was important to take the same practice to the new market and investigate there. Nigeria was also chosen because being an under developing country with little or no use of even HR department in some companies there, the study could also be useful there as the IT sector operates differently there thus making it an important decision to switch.

The researcher was able to proceed and complete the dissertation by researching databases such as journals, articles, and documents used in the research with the aid, support, and guidance of the researchers' supervisors. Furthermore, the researcher also devoted adequate time to reading journals and materials to understand the different types of theories and models used in the impact of SHRM and performance management. Thus, having acquired a vast knowledge of the research problems and issues, the researcher can progress with the dissertation. However, the difficult part of the study is the ability to select the appropriate methodology used for the research. The researcher decided on the appropriate methodology to use based on the knowledge acquired by reading books like Saunders et.al, in the wake of acquiring enough knowledge and understanding of every aspect of methodologies such as approaches, strategies, philosophy, and data collection, the researcher was able to choose the right methodology for the research work.

However, the data collection process was another area where the researcher encounters some challenges as a result of the Covid pandemic and political unrest due to the "end SARS" protest back home in Nigeria, there was limited access to the staff of SBSC and NIIT, nevertheless, the researcher was able to pull through it all through constant communication and reminders for respondents and the researcher was able to utilize online survey methods to get their response.

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Appendix.

Strategic HRM & Employee Performance Survey

I am currently undergoing my master's degree in Human resource management at the National College of Ireland, Dublin. I would like to appeal to you to kindly participate in this survey and most importantly will appreciate your time and responses.

Instruction: Participation in this study is anonymous and voluntary. You can choose to withdraw from this study at any time. This study is primarily concerned with the report on Strategic human resource management and employee performance. You are not required to record your name, residency, or legal status, and the information you provide will be totally confidential. The information you provide will be used for academic purposes only. By completing this

questionnaire, you have given your consent to be part of the survey. Please select the appropriate answers and thank you for your participation. For more information, contact: X19179570@student.ncirl.ie

If you want to be informed about the results of this survey, enter your email here: _____

The researcher realizes how precious your time is and assure you of absolute confidentiality. It will be a great help if you could fill this survey questionnaire as it will take less than 5 mins and the link will be opened from 3ᵗʰ June to 18ᵗʰ of June.

Please note that SHRM means strategic human resource management which deals with plans which a company formulate to enable workers and their firm goals align. In other words, this is gotten through policies that has been initiated by top management to ensure both their staff and the company benefit

Thank you for your participation.

Section A: **Respondent Profile**

1. What age group do you belong to? 18-25 ☐ 26-30 ☐ 31-40 ☐ Above 40 ☐

2. Which of the portfolio best describes your job position? ☐ Executive ☐ Management staff Professional ☐ Para-Professional ☐

3. How long have you been in this organization?
☐ less than 1 year ☐ 1-5 years ☐ 6 -10 years ☐ More than 10 years

4. What is your highest educational qualification? ☐ High School Diploma ☐ Bachelor's Degree Master's Degree ☐ PHD ☐ Others (please state) ………………………………

5. Name of department you work in? _____

Section B: **Performance Management**

Kindly tick the appropriate boxes listed based on Strongly agree (SA), Agree(A) Neutral(N), Disagree(D) and Strongly Disagree (SD)

6. Employees find the SHRM practices in place effective? ☐ strongly agree ☐ agree ☐ neutral disagree ☐ strongly disagree ☐

7. Does the HR practices implemented positively affect employees in your organization?
strongly agree ☐ agree ☐ neutral ☐ disagree ☐ strongly disagree ☐

8.Do you derive job satisfaction as well as improve job performance as a result of the laid-out practices initiated by the HR manager? ☐ Strongly agree ☐ agree ☐ neutral ☐ disagree strongly disagree ☐

Section C: **Strategic Human Resource Management Practices**

9) Which of the SHRM practices is currently implemented by the HR manager?

A) Recruitment and selection process ☐ strongly agree ☐ agree ☐ neutral ☐ disagree ☐ strongly disagree

B) Employee training and development ☐ strongly agree ☐ agree ☐ neutral ☐ disagree ☐ strongly disagree

C) Renumeration/salary or general benefits ☐ strongly agree ☐ agree ☐ neutral ☐ disagree ☐ strongly disagree

D) Performance Appraisal ☐ strongly agree ☐ agree ☐ neutral ☐ disagree ☐ strongly disagree

E) All of the above ☐

10) Do you think SHRM practices implemented has positively impacted the organization? ☐ strongly agree ☐ agree ☐ neutral ☐ disagree ☐ strongly disagree

11) Do you think SHRM practices implemented has negatively impacted the organization? strongly agree ☐ agree ☐ neutral ☐ disagree ☐ strongly disagree ☐

12) Which of the following listed below do you think will help to further boost employee's performance within the organization?

Recognition and reward programs ☐ strongly agree ☐ agree ☐ neutral ☐ disagree ☐ strongly disagree

Advanced on the job training and development program ☐ strongly agree ☐ agree ☐ neutral ☐ disagree strongly disagree ☐

Frequent Job promotion within the organization ☐ strongly agree ☐ agree ☐ neutral ☐ disagree ☐ strongly disagree

Better mental health and wellness programs ☐ strongly agree ☐ agree ☐ neutral ☐ disagree strongly disagree ☐

Improved and sustainable advanced performance appraisal system ☐ strongly agree ☐ agree ☐ neutral disagree ☐ strongly disagree ☐

13) Do you think that the implemented SHRM practices has helped foster a better culture within the company and boosted employee performance? ☐ strongly agree ☐ agree ☐ neutral ☐ disagree strongly disagree ☐

14) Do you think that the organizational culture in the firm has improved the overall performance of staff? ☐ Strongly agree ☐ agree ☐ neutral ☐ disagree ☐ strongly disagree

Thank you for participating.