



NEAR EAST UNIVERSITY
INSTITUTE OF GRADUATE STUDIES
DEPARTMENT OF BUSINESS ADMINISTRATION

**INVESTIGATING THE IMPACT OF HUMAN RESOURCE
MANAGEMENT PRACTICES ON ORGANIZATIONAL PERFORMANCE**
(ARCELORMITTAL – LIBERIA)

MBA THESIS

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Nicosia

June 2022

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MASTER THESIS

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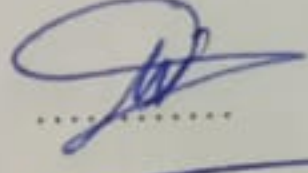
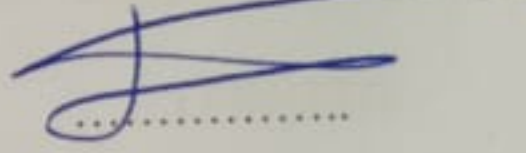
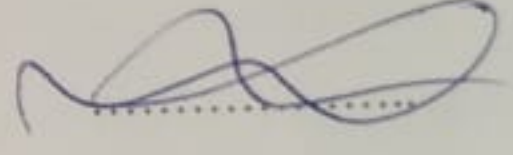
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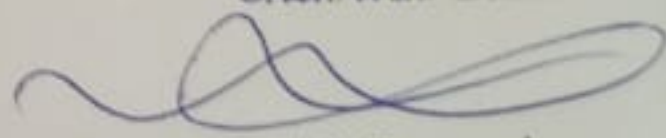
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Approval

We certify that we have read the thesis submitted by ELIJAH KOLLIE titled "Investigating the Impact of Human Resource Management Practices on Organizational Performance" and that in our combined opinion it is fully adequate, in scope and in quality, as a thesis for the degree of Master of Business Administration.

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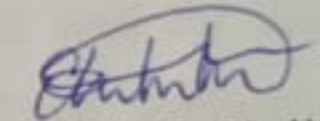
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Declaration

It is with great pleasure that I certify, on behalf of Near East University's Institute of Graduate Studies, that the data, documents, analyses, and conclusions included in this thesis were gathered and presented in conformity with the academic norms and ethical standards outlined therein. According to these standards of conduct, any non-original material or information I have used has been appropriately cited and credited.


Elijah G. Kollie

17/06/2022

Acknowledgments

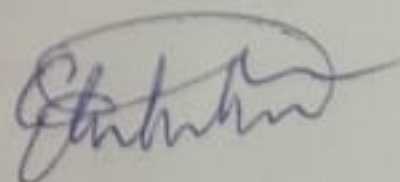
I would like to use this opportunity to convey my heartfelt gratitude to everyone who has helped and supported me during my academic career.

First and foremost, the guidance, inspiration, and constant support I received from Prof. Dr. Serife Eyupoglu over the course of writing my thesis are much appreciated. When I've needed her, she's always been there for me, and her advice has helped me grow both academically and personally.

All ArcelorMittal Liberia personnel who participated in the survey data gathering procedure have my deepest appreciation. Thanks to the examiners as well for their interesting thoughts and observations. To my brothers, Emmanuel Paye Somwarbi, Richard Nyan Somwarbi and James Kollie, I send my deepest gratitude for their steadfast support and encouragement that has helped me go this far. My heartfelt gratitude to Pa Sayvay B. Kollie, Ma.Korto B. Kollie, Ma.Elizabeth Teah, Ma.Elizabeth Dennis and H.E Mrs. Marie D. Somwarbi for their many and infinite acts of kindness throughout this voyage. I'll be thankful to you forever. I also want to express my sincerest gratitude to my older brother, Shelford Saye Somwarbi, a dedicated humanitarian, for his unwavering support and sacrifice. His faith in me and his tenacity has given me extra motivation to achieve my goal of getting this far in life.

My daddy, Hon. Joseph N. Somwarbi, is a terrific model citizen for me, emphasizing hard work, sincerity, and support. Words cannot express how grateful I am for your compassion and assistance.

In the end, I'd want to thank God for giving me the strength to complete this endeavor and for continuing to bless me on a regular basis.



Abstract

The objective of this study was to investigate the impact of human resource management practices on organisation performance at the ArcelorMittal-Liberia, a giant steel company in Liberia.

A total of 243 people were randomly selected from the whole population for this investigation. The researcher employed the quantitative research approach to conduct this investigation. The findings of this study uncovered that all hypotheses made by the researcher were tested and proven correct. As a result, the three independent factors that have a substantial influence on organizational performance are training and development, remuneration and reward, and recruitment and selection. Therefore, based on the findings, it was recommended that organizations and companies in Liberia should place significant importance on the following:

- 1.** Organizations and companies should design continuous program to invest in building the skills of their workforce through training and development,
- 2.** Organizations and companies operating in Liberia should design a continuous reward and compensation scheme for employees in other to inspire and motivate employees to perform excellently in achieving the organization goals and to guarantee profitability and high sales, and
- 3.** Selection and recruitment be left exclusively with the Human Resource Department. There should be no interference from the top managers and middle managers who in most instances hire their relatives and friends who don't merit the job thereby negatively impacting organization performance. The HR Department should design policy to ensure that those recruited and selected for jobs in the organization will be on merit-based and not cronyism, nepotism and favoritism. Orientation program should be put in place for new recruits to acquainted with the work of the organization and the task that is required of them.

Key words: ArcelorMittal, Human Resource Management, Organization Performance

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List of Abbreviations

AML:	ArcelorMittal Liberia
HRM:	Human Resource Management
IP:	Intellectual Property
MI:	Market Innovation
OP:	Organizational Performance
ROI:	Return on Investment
SPSS:	Statistical Package for Social Sciences

CHAPTER ONE

Introduction

Over the past two decades, a growing number of researchers and practitioners have begun to appreciate the importance of human resources management. To be successful financially, an organization's capacity to manage its human resources is increasingly being acknowledged. As a result, businesses are putting greater emphasis on fostering a culture of employee ownership and participation in the company's objectives. Here you'll find information on the study's background and issue statement, as well as the study's aim and research questions. Word meanings are also presented in this section. When it comes to a company's potential to make money, human resources are becoming more and more important. This means that firms are becoming more employee-focused by concentrating on enhancing employee engagement and loyalty to corporate objectives. This chapter includes the study's background, the issue statement, the goal of the investigation, and the research questions. Essential terms are defined or clarified as well. To put it another way, firms are becoming more employee-centric as they concentrate on enhancing employee engagement and loyalty to the company's aims. This chapter includes the study's background, the issue statement, the goal of the investigation, and the research questions. Also provided are explanations or clarifications of crucial terminology.

Background of the Study

Many academics, researchers, and policymakers have focused on the challenge of leading and overseeing people and employees in growing organizations. A company's ability to expand and prosper relies heavily on its employees. Human resources are the key to the success or productivity of every company or organization in the world. Because of this, organizations and businesses are now focusing their primary attention on strengthening and developing the human resource capabilities of their employees or members.

In this regard, human resource management (HRM) can be argued to be a must for any company or organization wishing to gain a competitive edge in the global market

(Pfeffer, 1999). In his claim, distinguished human resources practitioner and researcher, (Pfeffer,1999) claimed that businesses and organizations have all come to the conclusion that they must improve the capabilities of their employees in order to give them a competitive advantage going forward.

Competitive advantage is the only thing needed to power the assets of individuals. There is absolutely no doubt about this. According to Nishii (2018), one of the world's leading development practitioners and human resource professionals, the performance of a company or organization can be greatly improved if human resources management practices are properly planned and designed. Without a strong emphasis on human capital, no organization can attain its full potential or effectively achieve its desired goals. Even when a corporation has a lot of money and other natural resources, without "human resources," it cannot succeed.

The History of ArcelorMittal's Liberia (AML) Operations

World steel and mining leader ArcelorMittal sent a strong signal to the markets and the world when she announced her decision to recommit to an investment of a billion dollars in Liberia in 2006. Liberia's newly elected, democratically-elected leadership received a vote of confidence from this action, and it was a critical milestone that opened the door for private investment to help the country recover (Investment Commission Report, 2020).

AML and its contractors, including Odebrecht, began hiring personnel in 2007 and have continued to do so. More than 3,000 people in the area worked in the construction industry in 2008, both directly and indirectly. The number of local employees on the concession climbed to 5,000 in 2013 with the completion of Phase 2 of the company's construction project. It has been more than two years since construction was stopped because of the Ebola force majeure by contractors. In 2022/2023, there will be 3,500 direct and indirect jobs because of AML operations (Ministry of Finance & Development Planning - MFDP, 2021).

Any business, large or small, has a large number of employees or members whose talents and education are absolutely essential to its or its company's success. One way an organization or corporation can boost productivity is to help its employees improve their skills and pay them more for their work.

In the opinion of Aswathappa (2005), the core focus of human resource management is to create the right policies, hire the right people, train and develop their abilities, and provide them with a better wage to motivate them. This will lead to the organization or company achieving its stated or defined goals and achieving productivity. Because he is the one who makes the best use of the machinery, money, and materials in the 5Ms (Man, Money, Materials, Machinery, and Method) concept in management, man is considered by many to be the most important of the 5Ms. It's Drucker's belief that human capital is the most valuable and adaptable of all the company's resources (2018). The wealth of an enterprise is not determined by the financial and material resources that are available, but rather by the people who make it happen. That is why this is the case. Human Resource Management strategies include things like hiring and vetting, compensation and benefits, training and development, performance evaluations, workplace safety, and relations between employers and employees.

Statement Problem

Most organizations or companies in Liberia are heavily challenged when it comes to human resource management. Most organizations or companies placed decreased importance on developing and improving the skills and capacities of their employees to maximize productivity and achieving their goals. No society or nation thrives if the human resource capacities of its people are not fully developed and equipped. The success of an organization achieving its goals and maximizing productivity is contingent on building the skills and capacity of its employees. But sadly, this is not the case most organizations or companies operating within the bailiwick of Liberia to include ArcelorMittal-Liberia. The justification for the failure of organizations or companies in Liberia to not take keen in investing in a productive workforce is the issue of the huge cost associated with improving employees' skills.

Research has proven that one of the reasons why most organizations in Liberia failed and don't maximize productivity is that these organizations don't inspire, motivate and offer a better incentive for employees. Therefore, employees don't go beyond their limits to produce results for their organizations. Salaries or incentives paid to employees as a reward for their services are very low and discouraging. Hence, this leads to gross ineptness of human resources in the attainment of a company or organization's goals. In the disciplines of human resource management, industrial relations, and industrial and organizational psychology, the influence of human resource management policies and practices on corporate performance is a hot subject (Paul & Anantharaman, 2003). According to Harter, Schmidt, and Hayes, HRM methods (2002) can boost a firm's employees' expertise, motivation, synergy, and commitment, resulting in a source of sustainable competitive advantage. Statistical evidence showing statistical connections between HRM practices and enhanced employee productivity has been established in a number of researches (Shaukat & Ashraf, 2015). While most empirical researches have concentrated on firms in developed contexts, few studies have focused on HR practices in developing countries. It is often considered that HRM practices have a significant influence on organizational performance because of their involvement in molding an individual's attitude and behavior. There is still a lot of work to be done, especially in the Liberian context.

Research gaps and the influence of HR practices on organizational performance in Liberia's mining industry are the goals for this research.

The Research Objectives

It is the primary goal of this research to look at the effect of human resource management practices on organizational performance in Liberian firms (The Mining Sector).

The secondary aims or objectives of the study are as follow:

1. To determine which human resource management techniques have a direct impact on Liberian companies' success.
2. To establish whether improving employees' skills has an impact on the productivity of the organization.
3. To investigate whether better wages have impact on employees' productivity.
4. To investigate the impact compensation and reward have on the performance of an organization
5. To recommend a solution to the problem

Research Questions:

1. How do human resource management methods affect the performance of an organization?
2. How important are recruiting and selection in terms of organizational performance?
3. What effect do remuneration and reward have on an organization's performance?
4. How do training and development affect the performance of an organization?
5. What would you suggest as a solution to the problem?

Significance of the Study

This research is beneficial to organizations and companies' top managers in terms of their human resource strategies, planning and recruitment, training and development, and compensation criteria. It's beneficial to all human resource heads and practitioner scholars as well as ArcelorMittal – Liberia this research uses as case study. This study is also important to the government since it ensures the long-term viability of Liberian mining companies if the recommendations for improving organizational performance are followed. The findings of this study have the potential to help the government meet its employment and sustainability goals. The recommendations that are contained in this study can help organizations and companies achieve their institutional goals and as well maximize productivity.

The Research Limitation

In this study, only the ArcelorMittal-Liberia, a leading steel company active in the mining sector in Liberia, is examined for its HRM practices impact on the organization performance. There can be no doubt that the conclusions of this study might not be applicable to a large number of other businesses in other sectors of the country or around the world. This study focuses on two primary variables: HRM practices (recruitment and selection, employee compensation/rewards, and training and development) independent; and organizational performance (satisfaction results and business results), the dependent variables.

In addition, the amount of time allotted to complete this study severely restricted the researcher's ability to cover a wide range of topics. Finally, the researcher was unable to cover a large number of businesses and only focused on ArcelorMittal Liberia in this study.

Definitions of Key terms

AML: ArcelorMittal Liberia - is a subsidiary of ArcelorMittal, the world's largest steel and mining corporation, and the market leader in all major steel markets, including construction, household appliances, packaging, and automotive.

HRM: is the meaning for Human Resource Management - the practice/practices of recruiting, deploying, and managing people (employees) in an organization.

OP: represents Organizational performance – it refers to an organization's actual output or results as compared to its expected output (goal & objectives).

CHAPTER TWO: LITERATURE REVIEW

Introduction

Detailed summaries of prior studies in the subject of human resource management will be included in the literature review. This is what the researcher plans to do. They will look at previous studies to find out more about how HRM practices affect an organization's performance.

Developing and implementing HR policies that will help an organization grow and develop stays an essential role of human resource management's job within every company or organization. According to Shatri (2016), every organization's long-term viability is dependent on its management's capacity to identify innovative ways to cope with difficulties preventing growth and development and achieve high levels of performance. Organizations seek to maximize the value of their human capital in order to accomplish their mission statements. As a result, if you want to perform at the highest level possible, you need to manage your human resources well.

Human Resources

Organizational growth and performance are directly linked to the quality and quantity of the workforce. All organizations are doomed to fail if they don't have enough people to do their jobs. This means that the organization's goals won't be fully achieved or reached.

Human resource management, according to Christopher 2016, is the most important aspect of any organization or company's growth or productivity.

According to Matthew 2018, every firm has a human resources function that serves as a conduit for bringing in new employees who have the proper skillsets needed to meet their objectives. When an organization's resources and competences are properly combined and deployed, it can gain an advantage over its rivals in the marketplace. The

assets of a business include the company's own products, personnel, processes, and data. Through innovation and strategic market positioning, businesses can develop and retain a competitive advantage "(Mweru & Muya, 2015, p. 217). Human capital is often cited as the source of a company's competitive advantage because it is hard for competitors to get their own hands on.

Human Resource Management Concept

Personnel management was the term used before the development of a formal concept for Human Resource Management. During the 1920s, it was first introduced. Specifically, it was worried about what was going on in one department. In this case, it was the human resources' department, which was responsible for recruiting and selecting employees for the company. More than just growth, management also dealt with issues such as grievances and registrations as well as evaluations and rewards. On the other hand, this system's origins in the bureaucratic structure meant that it elevated the organization and its administration in important rankings. Deregulation, rapid technical progress, and globalization in the late 1970s led to a rise in competitive pressures for businesses throughout the globe. That's why Human Resource Management was created in response to the growing need for a better management system.

When it comes to a company's adaptability and flexibility, one of the most important components is its human capital, according to Khatri (1999). According to Rundle (1997), the adaptive mechanism of the organization is not the organization or the company, but rather the people or the human resource. Human Resource Management may be described as a systematic process by which human capital or human resources are recruited and managed in a manner that aids the company in achieving its goals in the present structural context. Human Resource Management is concerned not only with the organization's "well-being," but also with the well-being of the human capital involved; hence it takes into account variables such as motivation, development, and maintenance of human resources in addition to recruiting and selection. HRM helps to find the appropriate person for the right job at the right time in a constantly shifting

environment. In the words of Schuler & Jackson (1987), Schuler & Macmillan (1984), and Wright & Snell (1991), Human Resource Management encompasses the management of an organization's human resources and ensuring that resources are assigned at the right time and place for the right purpose to achieve the organization's objectives. The effectiveness of an organization's human resources is directly related to its overall success. As a result, it's important to have a system in place to handle things like the hiring, training and development, employee motivation, “workforce,” planning, performance assessment, and employee-employer relations and compensation. An additional focus of human resource management is making sure that newly hired employees have the training and experience necessary to fulfill the duties assigned to them by the business efficiently and effectively. The four major functions of human resource management are acquisition, development, maintenance, and human resource motivation. For an organization to fulfill its objectives, these are the fundamental components or critical processes.

Practices in Human Resource Management

Management of human resources is a process that aids in the improvement of an organization's productivity and efficiency by managing and regulating its employees. Effective and adequate resources help businesses run more smoothly and give a long-term strategy for corporate growth. This research's primary goal is to offer an outline of how effective and successful human resource management impacts company growth. In this context, an examination of Saudi Arabia's approach to human resource management sheds light on important facts and influencing factors. The demands and requirements of the business process dictate the development and acquisition of an organization's resources. In this study, we'll go into further detail about some of the limits in resource management.

The Process of Recruiting and Hiring

Human resource managers must ensure that they have a well-trained staff that can find and hire the best candidates. People might choose from a wide range of positions available inside a business. People in HR positions are often chosen based on their qualifications and experience. Marketing, maintenance, and finance activities are examples of other activities that an organization engages in. In addition, an organization has a variety of roles, such as security, parking, and cleaning that must be filled. Recruitment of both technical and nontechnical employees is critical to an organization's success. A company's productivity and effectiveness are directly impacted by the recruiting process. The human resources' department of any company is primarily responsible for overseeing the recruiting process. In general, the hiring process is based on an applicant's qualifications and abilities. The resumes are categorized in this manner by the specifications of the open post (Meagher, 2015). A face-to-face interview is then required for the applicants who have been chosen for the final round of selection. Face-to-face interviews are organized and overseen by the company's human resources division. Final selection is subject to a written test after an interview process that includes many rounds. The written portion of the exam assesses a candidate's general competence and familiarity with the job in question. A trial exam in the last round measures the applicants' capacity to solve problems, adapt, and be flexible in the workplace, as determined primarily by the managers of individual departments. Human resource management relies heavily on employment contracts. The primary goal of the employment contract is to maintain a fair and equitable relationship between the company and its workers. It aids in the enforcement of specific policies and procedures inside the company. The company and its workers are obligated to abide by the rules and norms stipulated in the contract. The structure and the amounts of the employment contract are developed by the workers' vital demands (Eng, 2000). The agreement strikes a balance between the needs of the workers on either side and the business as a whole. There are no obligations or uncertainties in the job thanks to this approach. In addition, the employment contract outlines the duties, obligations, and legal rights of the workers. For any company, coming up with agreements that benefit all parties involved is a challenging challenge to overcome. In addition, it tells you what to do and what not to

do to take a more productive approach. Therefore, the employment contract is critical to the long-term viability of both the company and its workers.

Compensation (pays) and Benefits

One of the most important human resource procedures for every contemporary HRM system and business is pay and benefits. Management of personal costs, offering attractive competitive perks for the workers, and defining pay plans that are clear and set the criteria of performance are the main goals in this procedure. Effective salary and benefits assist a business manage the performance of its workers, reducing personal expenses, and recognizing exceptional and exceptional achievement. Transparency is critical here, but it's also important to recognize and reward people for their successes and excellent work. Employees' pay practices are overseen by this department, which is also responsible for keeping track of the company's overall cash flow. This department is also in charge of the company's personal budget. The external employment market is monitored by the Compensation and Benefits Department to create a suitable compensation policy. To support the organization's success, it constantly designs new compensation components. To keep the company in a competitive position in the global employment market, the pay plan and policy are regularly revised and updated. This system's best practices include following local laws when determining salaries and benefits and, if necessary, seeking legal advice; documenting all systems for determining salaries and increments; maintaining complete confidentiality about each employee's salaries; and reducing legal risks for the company by using documented systems. Consistency in providing compensation and benefits is another important best practice. Workforces with high levels of motivation have been found to be more effective and innovative in accomplishing the goals of organizations. Those who are less motivated are less productive, and they appear to be diverting from the organization's goals. In order to increase capacity and use that capacity to achieve better results, motivation through incentive programs is vital (William, 2010, p. 2).

Training and Development

A set of programs aimed at enhancing and modernizing an employee's abilities, information, and experiences is known as training and development (Obeidat et al., 2014). Providing workers with the necessary skills and competencies in today's competitive environment is essential for boosting productivity, competitiveness and performance. The majority of companies believe that one of the most important human resource strategies for increasing employee loyalty to the company is investing heavily in employee training and development. Employees are seen as one of the most valuable assets of any company. Employees' purposeful and systematic efforts to achieve successful performance in any task or combination of activities may be regarded as training, according to Ahmad and Bakar (2003). Individuals may be prepared for a variety of roles within the company and have a greater chance of moving into future roles via growth. When it comes to planning for future changes, development is all about anticipating them and preparing for them. It has been shown that career advancement may address the needs of employees by expanding their employment possibilities and developing their skills (Kooij, de Lange, Jansen, and Dikkers, 2008). (Riaz, Idrees & Imran, 2013) Self-fulfillment in the workplace may be enhanced by providing employees opportunities for professional growth and improvement. As the end it increases their efficiency at work and their ability to take on new tasks and responsibilities. In order to keep its employees on the cutting edge, they combine training and development. There is a "psychological contract" between a corporation and its workers when it offers training. This increased degree of commitment arises from the training. According to employees' assessments of the organization's efforts to increase employees' skills, competencies, and opportunities for future progress; (Jehanzeb, Rasheed, & Rasheed, 2013 Dockel, Basson, & Coetzee, 2006). An organization's investment in employee training is seen as a sign of long-term employment and a higher compensation, according to the idea of human capital (Scheible & Bastos, 2013; Maurer & Rafuse, 2001).

Organizational Performance (OP)

An important and often used dependent variable in organizational research, organizational performance (OP) is a phrase that may be confusing and hard to define (Wood, 2018). Almost exclusively, financial performance indicators have served as the strategic focal point of attention (awareness) on organizational performance (Wood, 2018). To put it another way, an organization's performance can be described as the difference between the value it creates and the value its owners expect to receive from it (Alchian and Demsetz 2017). As noted by the authors of Curtis, E. F., & Dreachslin, J. L. (2008), a more restrictive meaning of performance relies on "basic outcome-based financial metrics" to measure whether a company has achieved its economic objectives. There is a great deal of confusion about what constitutes "organizational performance," and experts have struggled for years to come up with a clear and exact definition (Rogers and Wright, 1998).

According to research, HRM and the performance of an organization have yet to be linked in a meaningful way. Certain studies have utilized employee happiness, customer satisfaction, the views of executives, and other behavioral components of the company's performance to evaluate a company's performance. Other studies use financial and market data to evaluate the performance of companies. The lack of a single theory of organizational performance has resulted in a variety of indicators and variables being used by researchers to measure this construct. It's for this reason that HRM scholars and practitioners are encouraged to pay particular attention to bridging the knowledge gap on organizational performance (Quartey, S. H.7, 2012). Performance results in human resource management-related studies can be viewed in a variety of ways. Cuganesan, S. (2006) categorized the results of performance in the following way, which has received the attention of most HRM researchers:

Employee retention, absenteeism, and dedication to the company are some of the HR goals.

Organizational outcomes include productivity, quality, and customer satisfaction.

Financial accounting outcomes include cash flows, transactions, profits on real estate, and investment returns. Market share, Tobin's q, stock price, and growth are examples of financial market outcomes.

This classification has been approached from a variety of theoretical and philosophical angles by researchers. The influence of human resource strategies on financial or market outcomes has been explicitly measured by some HR experts, ignoring organizational and HR-related consequences. HRM practices can also be indirectly measured by examining the outcomes of HR-related and organizational activities. To Dyer and Reeves (1995), human resources strategies will almost certainly have a direct impact on the organization's human resources as well as financial and market outcomes. When it comes to employee behavior and attitudes, HR strategies have the most direct impact, resulting in lower turnover rates and higher levels of employee satisfaction. This, in turn, leads to positive organizational and financial outcomes. The HRM-performance link will be examined in greater detail in the following section.

According to Paauwe and Boselie (2005), future HRM-performance research should focus on a multi-dimensional approach to organizational performance. Using several performance measures, the multiple purposes of HRM and the various stakeholders involved within or outside the organization can be covered by researchers. The notion of financial parameters has also been established as a major indicator of organizational performance by the authors.

Employee Satisfaction result

In the workplace, employee satisfaction is a phrase used to indicate whether or not an employee is content happy, or obtaining what they need and desire. According to many studies, employee happiness is a factor in employee motivation, goal performance, and high employee morale in the workplace. Employee satisfaction is a metric that measures how satisfied employees are with their jobs and working environment. "Satisfaction relates to the level of fulfillment of one's requirements, goals, and desires (Nancy C.

Morse, 1997). "Satisfaction is mostly determined by what a person wants from the world and what he receives." This relates to how satisfied workers are with their employment and working circumstances. Employee happiness is one of several factors that might affect an organization's performance. Successful companies should have a work environment where people are happy and feel like they have a voice. They are more loyal and productive when they are delighted at work. Pleased employees have an impact on customer satisfaction and organizational productivity (Hunter and Tietjen, 1997). There is no limit to how far employees can go to achieve complete contentment, and it varies from person to person. They may need to alter their habits from time to time in order to fulfill their responsibilities more successfully and earn more job satisfaction. Miller, D. (2006). Employee happiness may be linked to having good relationships with coworkers, a high income, decent working conditions, training and education possibilities, career advancement, or any other perks. Cranny, Smith, and Stone (1992) described employee satisfaction as a collection of emotional reactions to a person's differing impressions of what he or she wants versus what he or she really gets. Employee satisfaction is how happy an employee feels about his or her job (Moyes, Shao, and Newsome, 2008). Employment satisfaction is described by Spector (1997) as "all of a person's feelings regarding his or her job and its different elements." Employee satisfaction is a broad term that encompasses employees' job satisfaction as well as their general contentment with the company's policies, atmosphere, and other factors. Organizational variables, such as organizational development, compensation, and benefits, recruitment and selection policies, etc., have a direct impact on employee satisfaction.

Business Result / Performance Results

Business or performance results are indicators of a company's product and operational performance. Customer satisfaction and engagement are increased as a result of the quality and value of products and services. In the wake of a company's decision to shut down, these are the implications (Harreld, 2001). In the context of manufacturing,

performance assessment has been extensively studied (Maskell, 1991). The two most prominent frameworks for monitoring company performance are the balanced scorecard (Kaplan and Norton, 1992, 1996) and the Malcolm Baldrige Criteria for Performance Excellence. The balanced scorecard was created in response to the limitations of standard accounting measurements, with the purpose of converting strategy into indicators that express a company's objective/vision. Kaplan–Norton original version of the balanced scorecard included four points of view:

A business's financial performance is evaluated from a shareholder's perspective. It's important to keep in mind the company's profitability, revenue growth, return on investment, EVA (economic value added), and shareholder value.

It is important to keep an eye on the performance of the company's most important internal procedures. Every one of these elements must be taken into account: quality, productivity, turnaround time, and price.

Customer happiness and market share are at the heart of customer perspective. This includes elements like the quality of the service, the happiness of the customers, and the likelihood of repeat business.

Focus on the organization's people and infrastructure as the basis for future development from an innovation and learning perspective. A few examples of important indicators are intellectual property (IP), customer satisfaction (CSAT), market innovation (MI), and employee skill development (SD).

The right ones may be found more easily with the use of a balanced scorecard, which aligns the metrics with the goals and objectives of the firm. With this strategy, short-term planning objectives and resources may be set and allocated, strategies communicated, goals for departments and individuals aligned with strategies, awards tied to success can be provided, and feedback can be provided for organizational learning. The balanced scorecard may be used in a variety of ways, according to Kaplan and Norton (1996). There is a link between the performance indicators employed by enterprises, and the production goals that they highlight, according to empirical study

undertaken by Miller and Roth (1994), Noble (1995), and Kathuria (2000) in the manufacturing sector.

Similar, but significantly different, in structure are the balanced scorecard and Malcolm Baldrige Criteria for Performance Excellence. Customer, financial, and market performance, human resources, supplier, and partner performance as well as organizational effectiveness are all essential areas in the domain of Business Results.

Most of the organizational effectiveness metrics in the Baldrige item are included in the Internal Perspective, while human resources measurements are included in Innovation and Learning in the Kaplan–Norton framework. Any statistic that an organization uses in either framework may be attributed to the appropriate category in either model.

There has been a lot of empirical study on the relationship between management techniques and organizational performance. Findings from a study by Adam (1994) show a strong correlation between quality improvement approaches and operational and financial success. There is a connection between TQM methodologies and operational performance, with a special emphasis on the relationship between performance results and awards. An investigation into the causes of differences in plant quality was conducted by Flynn et al. (1995). An investigation by Curkovic et al. (1999) looks at connections between several aspects of competitive quality. Brandt, D. R. (2000), Anderson et al. (1994), Bernhardt et al. (2000), and Edvardsson et al. (2001) examined the relationship between customer satisfaction, value and loyalty, and financial performance (2000).

Linking HRM and Organizational Performance

Since it has such a significant impact on workforce growth and expansion, human resource management (HRM) is central to the debate over company competitiveness (LEPAK et al., 2006). The performance of an organization may be used to define the gap between the value it generates and the value its owners anticipate to get from it (Alchian and Demsetz 2017).

SHRM has been shown to have a major influence on organizational performance in several studies. Lee et al. (2010) investigated the link between HRM and performance in the Taiwanese steel sector, for example, using 236 managers and a variety of HRM activities, such as training, remuneration, HR planning, and performance reviews. Perceptual measurements were utilized to gauge performance, on the other hand. It has been shown that good HRM practices may help companies succeed and that combining HRM practices with business strategy can also help companies succeed. Using a literature review, Tiwari (2012) came up with an understanding of contemporary HRM practices. HRM procedures in various firms were also examined in the study report. HRM techniques have been shown to improve other factors including job happiness, financial performance, employee turnover, and staff commitment, thus he concluded that HRM-focused companies had an advantage over their rivals. Steel mini-mills in the United States were researched by Arthur (1994) for the influence of two different HRM systems on the productivity of the workforce. There were two HRM systems at issue, control and commitment: (also known as "HPWS"). Workers who worked under HR commitment had higher productivity, lower scrap rates and fewer staff turnovers according to the findings of the research. The HR system may be able to lessen the link between productivity and employee turnover, according to the findings of the study. Khan (2010) investigated the impact of human resource management practices on the oil and gas sector in Pakistan. Recruiting and selecting, training and improving, performance assessment, remuneration and awards are been shown to have a statistically significant relationship with employee engagement in organizational success. It was shown that strategic human resource management had an impact on the performance of 269 of the largest U.S. manufacturing enterprises investigated by Green et al. (2006). Individual performance, organizational commitment, and work satisfaction were examined by the researchers using the SHRM technique. When an organization's human resources function is vertically aligned with the organization's purpose and objectives and horizontally integrated with other functions, it has SHRM, according to the research. The results of this research show that SHRM possess significant, positively influence on the performance of organizations. It has been shown that SHRM may have a direct and beneficial influence on employee performance, organizational commitment, and

employee satisfaction. HRM methods were shown to have a significant impact on the performance of 439 hotels in India, according to Chand and Katou (2007). According to the research, the quality of a hotel is positively correlated with its kind and category. A positive correlation was established between hotel performance and HRM practices, as well. However, the sample was not typical of the Indian hotel sector since it only included the best-performing hotels in India. Research by Bae and Lawler (2000) indicated that a high level of HRM strategy participation in 138 Korean enterprises had a variety of relationships with corporate success. Training, empowerment, selection, performance-related remuneration, and broad job design were all included in the HRM strategy index for high-involvement organizations. In addition to the positive outcomes in this area, Karami et al. (2008) investigated HRM's impact on the UK's electronic industry. The primary goal of this study was to examine the impact of small and medium-sized company success on human resource competences and engagement (SMEs). SHRM was shown to have a statistically advantageous relationship with CEOs of high-tech SMEs in the electronics industry in the UK, according to an empirical study. Their study focused on how human resources practices affect a company's success. Companies in Saudi Arabia were used in this research to examine HR practices. Human resources practices (such as recruiting, training, participation, performance evaluation, and compensation and benefits) were shown to have a direct correlation with the company's overall success. A study by Tanver et al. (2011) examined the impact of human resource management practices on employee performance. All four elements have been demonstrated to have a considerable impact on employee performance (recruitment and selection, training, and performance appraisal). Employee training and selection are critical to a company's success, as are recruitment and selection. Strategic human resource management, competitive tactics, and firm performance are all linked, according to Waiganjo and colleagues (2011). The research shows how strategic human resource management influences a company's success from numerous crucial viewpoints. Employee attitude and behavior may be directly influenced by an effective human resource management plan, enabling a firm to accomplish its competitive strategy. In order to examine the productivity advantages of new HR practices, Ichniowski et al. (1997) collected data from 17 businesses with 36 homogeneous steel

production lines. Innovative HRM (high on training and job stability) vs. conventional HRM (low on these) were analyzed in terms of four areas of inquiry (low on the same practices). There is a considerable difference in productivity between lines using unique HR tactics, such as high employment practices, and lines using standard HRM procedures. The importance of complementarities and synergies across work practices is also emphasized, rather than just individual impacts. Using a literature review, Tiwari (2012) came up with an understanding of contemporary HRM practices. HRM procedures in various firms were also examined in the study report. HRM techniques have been shown to improve other factors including job happiness, financial performance, employee turnover, and staff commitment, thus he concluded that HRM-focused companies had an advantage over their rivals. Using a sample of Greek manufacturing enterprises, Katou and Budhwar (2010) evaluated the connection between HRM policies and organizational performance. Organizational performance is not adversely affected by HRM requirements when employees' attitudes and actions are taken into account, according to the research. Resource allocation, salary and incentive programs and job design were the study's primary HRM policies. It was subjectively rated in terms of efficacy, efficiency, originality, and quality for the performances. Wright et al. (1999) claimed that individual HR practices are connected to company success and hence HRM has a role in petrochemical refinery performance. When employee engagement is high, individual HR practices are strongly connected to company success, according to the findings of the study. It was observed that HR managers' talents have an influence on HRM effectiveness and HRM effectiveness as a whole has an impact on organizational performance (productivity, Tobin's q, and GRATE), according to research done by Huselid et al. Results reveal that HR managers' abilities and HRM effectiveness have a beneficial influence on organizational performance, according to the results. HRM and hotel performance were examined in a different research by Hoque (1999) utilizing data from over 200 hotels in his study titled "Human resource management and performance in the UK hotel business." The results show that HRM and performance are linked to the hotel's business strategy. Hotels that included an HRM strategy into their business plan outperformed their rivals, according to this research. Only when HRM is implemented as an integrated bundle of practices is

it more likely to have an impact on the company's competitiveness. Thus, contingency planning and the bundling of human resources functions are facilitated. Richard and Johnson (2001) looked at whether the banking industry's performance may be impacted significantly by the efficacy of strategic human resource management. From a resource perspective, this study studied the impact of effective human capital use on organizational performance... In addition, capital intensity was discovered to have an effect on the connection between HRM and performance in this study. According to the findings of a recent study, SHRM effectiveness has dramatically reduced staff turnover and improved overall market performance rating (ROE and productivity). Productivity and return on equity only increased for the organization when SHRM effectiveness was handled. Assumption: Regardless of the situation, good human resources management techniques always lead to improved organizational performance. HR practices research has advanced greatly, however experts disagree on what these practices are and how many practices might increase the productivity of a company (Fey & Bjorkman, 2017). There is a unanimous belief that these methods will improve the performance of all businesses.

Linking HRM practices and Employee satisfaction

Employee satisfaction appears to be linked to HRM practices, according to several researches.

The research looked at how HRM practices affect employee happiness and retention in the Thai hotel business, as well as how HRM practices contribute to organizational performance. The goal of the research is to see how soft HRM practices affect employee job satisfaction and retention. It focuses on soft HRM approaches that are based on commitment and motivation ideas. Soft HRM practices, which pertain to employee-hotel organization relationships, are evaluated using a quantitative technique. Multiple regression analysis is used to analyze the information. Employee satisfaction is linked to work-life quality, good relationship style, frequent training, leadership style, job security, corporate brand, and employee personal attributes, according to the study. For determining equality, both intrinsic and extrinsic motivation of employees must be considered (Ashton, 2018). A Saudi Arabian bank study looks into the impact of HRM

practices on employee satisfaction and organizational commitment. The data for this study was gathered using a survey method. Employee happiness and HRM practices were independent factors, whereas organizational commitment was the dependent variable. According to this study, HRM and practices show a good association with job satisfaction and organizational commitment. Organizational commitment and job satisfaction have a favorable relationship. Both of the independent variables contributed significantly to organizational commitment. (Cherif F., 2020). Another study conducted in Nigeria on HRM practices and employee satisfaction found that effective human resource procedures can help micro-financial banks satisfy their employees while maintaining a competitive advantage. The researchers employed a purposive sampling strategy in this study, which included 60 senior personnel from ten Nigerian microfinance banks. ANOVA, Pearson correlation, and multiple regression techniques were used to assess the data. Findings reveal connection between HRM strategies & employee happiness. According to the findings of this study, HRM practices are the methods utilized by various firms to gain the best performance from their employees. It is suggested that in order to remain competitive, firms must consider all stakeholders and ensure their happiness by employing effective HRM practices. (Chijioke Esogwa Nwachukwu, 2017). A study was carried out in Saudi ports, which are facing challenges from various seaports. It describes the difficulties of overstocking cargo fields, which results in poor staff performance. The researcher is attempting to determine whether the root of the problem lies in HRM methods such as training and development, reward, job analysis, social support, recruiting and selection, employee relationships, and empowerment. To address the current issue, the study looks into the impact of HRM practices on employee performance. It examines the data of 367 Saudi port workers. According to the study, employee performance and HRM practices have a favorable and substantial relationship. It also shows that HRM practices and employee satisfaction have a beneficial link (Mira, 2019).

HRM practices and Business performance results link

There have been studies that show a strong and favorable correlation between HRM practices and business outcomes. Guthrie (2001) looked at how HR procedures affected turnover and productivity in a group of New Zealand businesses. He pointed out that HR methods had an effect on turnover, and that the relationship between retention and productivity was good when companies used high-involvement HR practices, but negative when they didn't. Delery and Doty (1996) looked at the link between HR procedures and profitability in a group of US institutions. They discovered that, in general, HR practices were positively associated with profitability when they tested universalistic, contingency, and configuration approaches to HRM. Huselid (1995) looked at the link between human resource practices and corporate turnover, profitability, and market value. Huselid (1995) questioned senior HR executives at 968 publicly traded businesses in the United States to determine the percentage of employees covered by a set of HR practices widely considered reflective of a high-performance work system (HPWS). He discovered that his HR index was highly related to the gross rate of return on assets after accounting for a number of variables (a measure of profitability). Training and development, teamwork, compensation/incentives, HR planning, performance appraisal, and employee security are six underlying HRM practices that help improve firm performance, including employee productivity, product quality, and firm flexibility, according to an empirical study on HRM practices (Lee & Lee, 2007). This study found that training and development, compensation and incentives, and HR planning are all found to have an impact on business performance. Chang and Chen (2002) conducted a comprehensive study using data from 197 Taiwanese high-tech enterprises to analyze the relationships between HRM practices and firm performance. According to this study, employee productivity is affected by HRM activities like training and development, teamwork, benefits, human resource planning, and performance appraisal, according to this study. According to this study, employee turnover is also linked to perks and human resource planning.

Research Framework

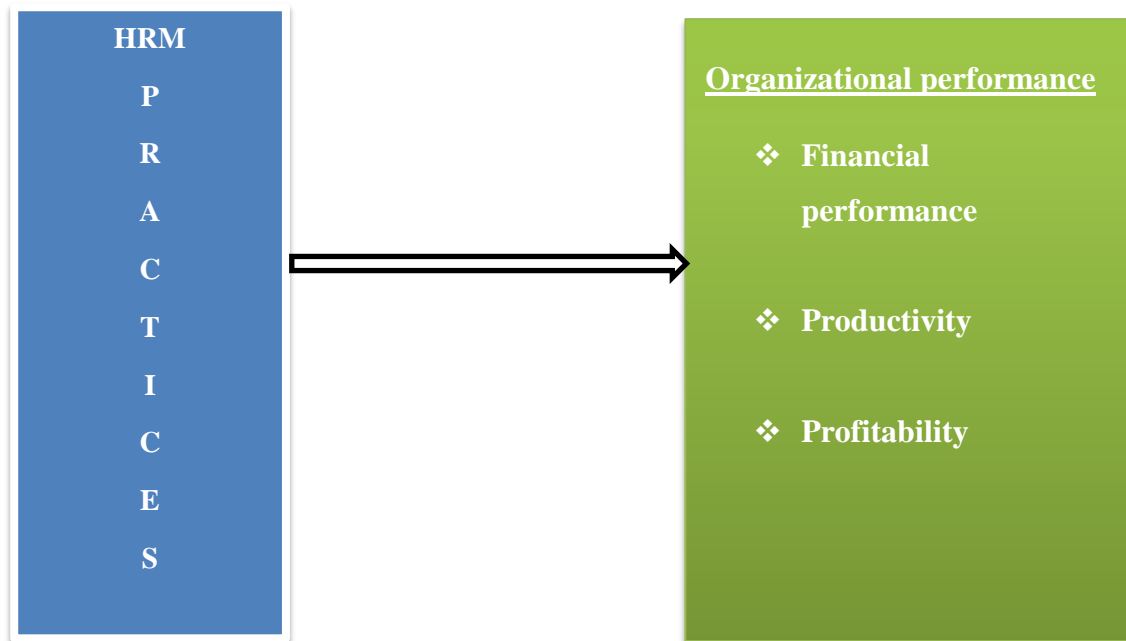
A diagrammatic representation of the links and projected connections between key study concepts, constructs, and variables that will be tested and analyzed constitutes a conceptual framework (Asamoah, 2015). The study's independent variable is HRM, while the study's dependent variable is the organization's performance (OP). Organizations and their members may ensure their long-term viability by recruiting, developing, motivating, and maintaining their workforce via HRM practices, according to Vlachos (2010). "HRM practices" were defined by Delery and Doty (2020) as policies and procedures meant to make sure that a company's human capital helps it achieve its business objectives. According to Minbaeva (2005), organizations use HRM strategies to manage human resources by supporting the development of firm-specific capabilities, developing complex social relationships, and producing organizational knowledge (quoted in Vlachos).

By measuring OP, we mean how well an organization really performs in terms of achieving its stated goals and objectives. Richard (2009) and Ivancevich (2014) describe organizational performance as the regular procedures used to set organizational objectives, assess progress toward these goals, and make modifications to better achieve these goals. An organization's success may be gauged by its capacity to fulfill its objectives via solid management and strong governance as well as an unshakable commitment to getting things done.

Managers of human resources are responsible for making certain that their teams are equipped with the necessary skills to locate and hire the best possible employees. Motivated employees are essential for maximizing output (Ahmad & Schroeder, 2003).

Figure 1: Researcher's Conceptual Framework

The conceptual framework for this research is depicted in the diagram below.



Source: Author

The diagram above depicts the relationship between human resource management practices and organizational performance in a conceptual framework. It shows that human resource management strategies have a favorable relationship with organizational performance, which can include financial performance, productivity, and profitability. They are all linked to organizational performance in some way.

This conceptual picture also shows a predicted pattern with an implicit assumption that individual human resource management methods like recruiting and selection, training and development, and remuneration and reward have a favorable impact on organizational performance.

Research Hypotheses

A research hypothesis in any research work is where the researcher makes educated guesses which can be proven correct or incorrect. So, for this study, the researcher posits the following hypotheses:

Hypothesis 1: HR practices influence organizational performance significantly.

Hypothesis 1a: Organizational performance is greatly influence by Recruitment and Selection

Hypothesis 1b: Compensation and Rewards have favourable impact on organizational performance.

Hypothesis 1c: There is a direct correlation between training and productivity in the workplace.

Theoretical framework

In the theoretical framework of this study, the researchers used the "Human Capital theory" (Gray Becker, 1930–2014) and the "Guest's Model of HRM" (Guest, 1997) to analyze the effect of HRM on organizational performance. The researcher presents the above HR theory and model to eloquently "wet" the reader's and HR practitioners' appetites on what approaches, given the prevailing circumstances, organizations need to adapt to ensure the continuous growth and development of the organization.

Theory of Human Capital (Gray Becker 1930 – 2014)

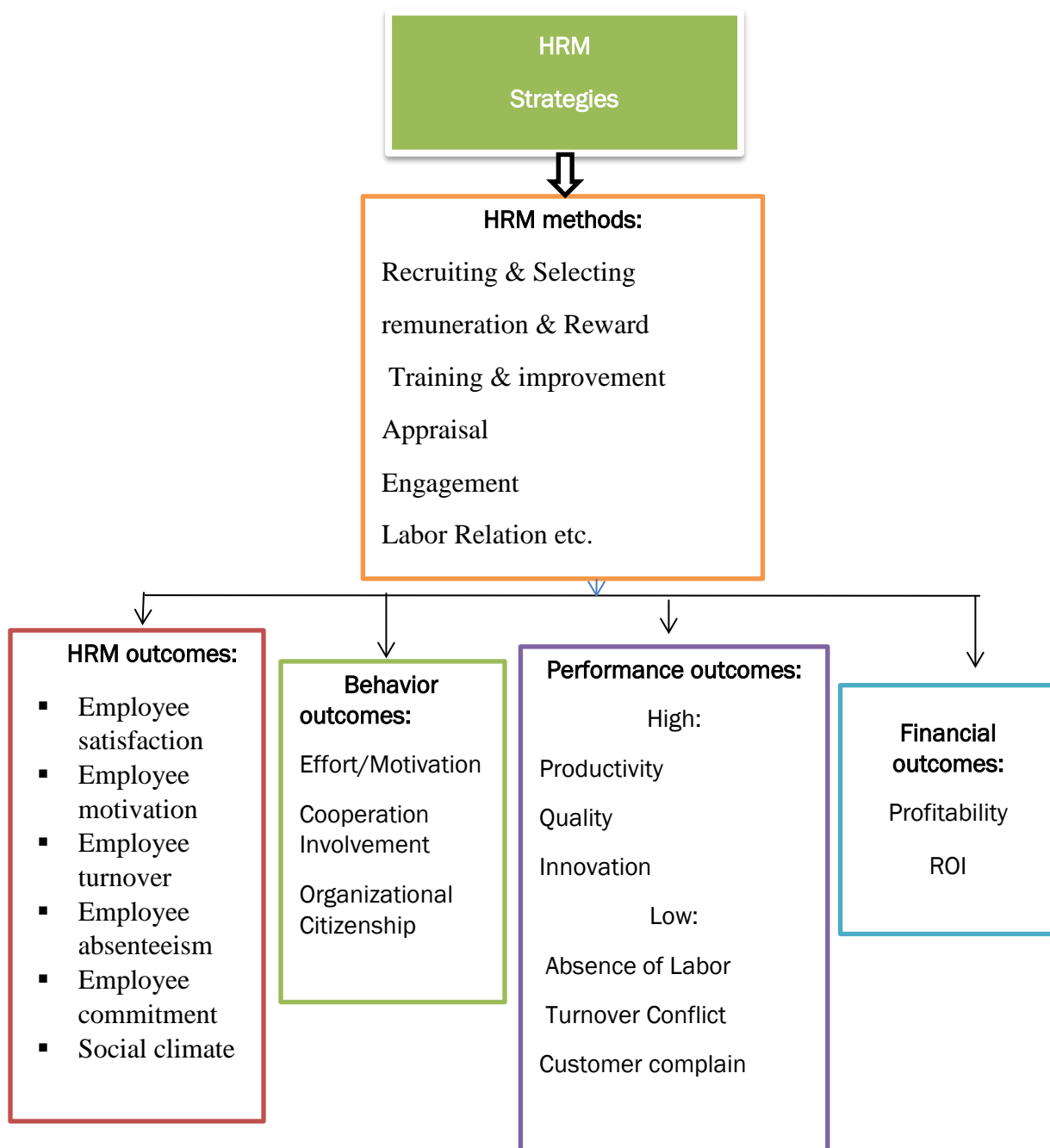
The concept of "human capital" refers to the amount of money that people put into improving their own abilities, which in turn leads to a rise in their overall economic production. On the basis of this hypothesis, higher personal income can be achieved

through the development of human capital. According to this argument, educated people are more productive since they earn more money on their own than the general population. On the basis of "Human capital theory; formal education is extremely useful, if not essential, to raise the output capacity of a population" (Chand, M., & Katou, A. A. 2007). The human capital theory is contested by certain academics, such as Fix and Blair (2018) who claim there is a weak link between wealth and education. In general, relationships between incomes and educational attainment are minimal. Furthermore, when schooling is included in multiple regressions, the schooling regression coefficient is quite tiny" (Osemeke, M. (2012). In the human capital theory, education raises the degree of cognitive stock of economically productive human capacity as a result of inborn capability and investment in human beings, which boosts productivity and efficiency of employees. When it comes to investing in human capital as stated by Babalola (2003), consider the following three viewpoints: When it comes to teaching the next generation, they must first be given access to the knowledge that past generations possessed, and secondly, they must have the chance to learn from those who came before them. (Olanyan and Okemakinde, 2008) Second, the younger generation should be taught how to leverage current knowledge to develop and invent new products and services. Lastly, the younger generation should be given the tools and support they need to come up with innovative solutions to the problems facing the community.

Guest Model of HRM

An integrated HRM strategy is assumed to lead to better individual and organizational performance in the Guest comparative model (Guest, 1997). Differentiation and innovation, which concentrate on quality and cost reduction, are expected to produce in improved training, evaluation, selection, incentives and job design procedures that will lead to greater quality outputs as well as commitment and flexibility. That means that it will improve productivity, stimulate innovation, reduce absenteeism, and labor turnover and conflict or customer complaints.

Figure 2: Guest's conceptual Model on HRM



Source: Guest (19

Guest (1997) argues that HRM strategy is the first step in understanding the relationship between HR and performance in the context of HRM research. Human resources management (HRM) may be utilized to guarantee the company's brand stands out from the competition via product and service innovation and quality (focus). Strategic HRM

strategies (selection, training, assessment and job design) have a direct influence on corporate HR outcomes (involvement, status and security) (Commitment, Quality, and Flexibility). HR outcomes also affect performance results observable in terms of high productivity and quality innovation, low labor turnover and disputes, and good financial outcomes (profit and return on investment) (ROI).

CHAPTER THREE

RESEARCH METHODOLOGY

Introduction

This study is aimed at examining the HRM practices of ArcelorMittal Liberia and the impact of such practices on the performance of the company. This chapter discusses the research design, target population, sample, sampling techniques, and data collection tools, data collection procedures used in obtaining the required data and data analysis plan.

The focus of this investigation is ArcelorMittal Liberia's HRM practices and the effect they have on the company's performance. Data collection and analysis methodologies are also discussed in this chapter, as well as the design of the study and the population it is aimed at.

The current study will use an explanatory research design. Using an explanatory research design, we can determine whether one variable causes another. Our goal is to find out how one factor may affect another. An explanatory research design is the most appropriate for this study because of the nature and goals of the research being carried out. The influence of ArcelorMittal Liberia's high-performance human resource work practices will be studied to determine the link between the two. If the high-performance HR practices have a significant and positive impact on the organization's performance, quantitative data analysis will be used. Because of the study's nature and goal, the explanatory research design must be used as well.

Research Design

Methodology and processes used in scientific study are referred to as the research design. Designing a study aids the researcher in planning and carrying out the study in such a way that the researcher is able to acquire the desired results, therefore increasing the possibilities of receiving data that is relevant to the actual world" (Mann, 2003). Data collecting methods and statistical analysis plans are determined by the study design.

Since the purpose of this study is to establish the link between HR practices and organizational performance, it used an explanatory research approach. Human resource management (HRM) methods were studied in this case study in order to get data on how HRM practices effect organizational performance.

To support the study's nature and goals, quantitative research is an excellent choice. Respondents' perceptions of high-performance HR work practices and organizational performance were gathered through the use of the questionnaire. An effective way for getting respondents to provide accurate information is the use of a questionnaire because it is low-cost and convenient for respondents to complete (Kothari, 2009).

Research Population

An academic research study is usually always required to investigate a problem. Study populations are groupings of people or things that researchers are interested in. People, objects, places and events that are significant to a researcher's investigation are called the "population." Management and non-management staff at ArcelorMittal are the focus of this research, which aims to make assumptions and generalizations based on this data.

It was estimated that ArcelorMittal had about 2,000 workers when the researcher was doing his first investigation. Members of the target demographic with the traits and experiences necessary to elicit the kind of answers the researcher was looking for were included in the study.

Sample and Sampling methods

Choosing a sample from a population allows researchers to discover accurate truths about the sample that are also true of the population. Because of the sheer vastness, remoteness, brevity, and expense, no one can study the whole population at once. According to (Krejcie, R. & Morgan, D. 1970), three hundred twenty-two (322) target simple sizes are suitable for a population of **2,000** inhabitants. However, the researcher sent out 322 questionnaires to respondents in order to obtain the necessary data needed to conduct this research. A total of 243 respondents representing (75.46%) of the

targeted sample size completed their questionnaire and their responses were received by the researcher. The selection respondent of top managers, middle managers, and support staff (employee) categories was done using non-probability sampling procedures and convenience sampling methods, respectively. The convenience sampling approach was used in order to include managers and non-managers (local employees) of the organization participation. From the research edge, the Convenience sampling method, was appropriate for all employees and might assist in eliciting the most useful data from possible respondents, and also because of the proximity to the researcher and easy accessibility. Those who completed surveys were given a three-week grace period, following which they were collected.

Data Collection Tools/Materials

Devices and equipment used to gather data, such as a paper questionnaire or a computer-assisted interviewing system, are referred to as data collection tools. There are a variety of ways to gather data: case studies and checklists, interviews, observations, and surveys or questionnaires. During the course of a study, the researcher employed various data gathering instruments to gather data. In every sample survey, ensuring the validity and reliability of data collection and equipment is essential. Consequently, it is vital to design data gathering tools in a way that ensures validity and reliability. The researcher used questionnaire to collect quantitative data for this study. The primary data for this study was collected using two structured questionnaires with 31 closed-ended questions divided into three sections. Six questions about personal information were asked in the first section including: Age, Gender, Marital status, Educational level, employee position, and years with organization. Section two was meant to assess workers' views and experiences with HRM procedures (recruitment and selection, remuneration and incentives, and training and development) containing 18 questions, while section three examined organizational performance (employee satisfaction and business/performance outcomes) which contain 7 questions. In the last two parts, the influence of HRM practices on organizational performance was assessed using a five-point Likert scale ranging from 1 – strongly disagree to 5 – strongly agree (1 – strongly

disagree, 2 – disagree, 3 – neutral, 4 – agree, 5 – strongly agree). Managerial and non-managerial personnel were each given their own set of 25 questions, which were divided into two portions for ease of administration. In the first portion, we asked for information about the respondents, and in the second, we tested many aspects of human resources management, including recruiting and selection, salary and benefits, and employee development. A performance evaluation of the research organization (ArcelorMittal-Liberia) was conducted in the last portion (three). Respondents were asked to choose from a list of possible responses to each question, which were followed by alternative options. Both of these previous studies on human resource management informed the development of the research questionnaire employed in this study. Hanan Mohammed Bn Aoin asked questions about HRM practices like hiring, pay and benefits, and training (2017), while Vedant Singh, Akshay Kumar, and Tej Singh asked questions about organizational performance like employee satisfaction and business/performance results (2018).

Data Collection Procedures

Surveys have the benefit of collecting meaningful information regarding events that are not clearly visible, which is why they are often used to gather data. One of the most effective ways to get your message out is via a broader audience. Questionnaires for this research were distributed to respondents through social media. The researcher was able to get in contact with respondents who agreed and were willing to participate in this study, through the help of an assistant researcher who full understood the objectives and significant of this research. The assistant research also an employee of the company, was able to convinced other employees to participate in the survey freely and willingly (not even a single respondent coerced). After receiving approval from the ‘Scientific Research Ethics Committee’ of NEU (19/04/2022); who’s granted the researcher permission to conduct this survey in regard to the ethical rules and norms of the institution, the researcher began the distribution of questionnaires to respondents on 25/04/2022. It took 3 three weeks (25/04 – 15/05/2022) for the researcher to gather the necessary information require for this research.

Ethical Considerations

The ethical considerations are a set of guiding principles used by the researcher to complete this study. The researcher didn't coerce any participant who participated in this study. The researcher provided necessary information that participants needed to know about the purpose of the study and seek their voluntary participation and willingness to assist the researcher in the completion of his study. Also, the researcher treated every participant with anonymity who desire that their names be kept confidentially and treated with anonymity. An approval letter to conduct this academic research was received by the researcher from the ethics committee of the Near East University on 19/04/2022, which confirms reliability and viability of tools used to conduct this research. Therefore any information gather for this study with be kept confidentiality.

Data Analysis Plan

First, the completed surveys were reviewed, cleaned, changed, and compiled into relevant information for easy understanding. For ease of analysis, the data was first transformed into coded categories. The researchers used SPSS and Microsoft Excel to create charts and diagrams for the final results. Closed-ended replies were examined using SPSS. The Cronbach's alpha was used to determine the scale's dependability. For each type of inquiry, we've compiled the following tables to indicate how reliable the answers are.

The researcher ensured that the questionnaire was given to participants who were willing to participate in this study. The questionnaire was numbered according to the total number of participants the study covered. When the questionnaire was returned, every piece of data collected was analyzed and presented in graphs, tables, and charts, and interpreted as well.

CHAPTER IV

Data Analysis and Results

Number of Respondents

The study's target respondents were 322 Liberian employees of the ArcelorMittal Mining Company. Fortunately, 243 people answered the survey, accounting for 75.46 percent of the total of 322. The study's response rate of 75.46 percent is excellent since outcomes may be deduced and management choices can be made. A rate of return of 50% is appropriate for a sound data evaluation, a rate of return of 60% is good, and a rate of return of 70% is excellent (Mugenda and Mugenda, 2003).

Demographic Data

Respondent's gender, age range, marital status, educational level, employment position, and years spent with ArcelorMittal are all included in this section.

Table 4.1 Respondents Demographic Data

Variable	Categories	Frequency	Percentage
Gender	Female	76	31.3
	Male	167	68.7
	Total	243	100
Age Range	18 or less	2	.8
	19 - 24	34	14.0
	25 - 29	48	19.8
	30 - 34	55	22.6

	35 - 39	35	14.4
	40 - 44	35	14.4
	45 - 49	27	11.1
	50 above	7	2.9
	Total	243	100.0
Marital Status	Single	120	49.4
	Married	123	50.6
	Total	243	100.0
Educational Level	Less than high school	14	5.8
	High school graduate	77	31.7
	College Student	66	27.2
	University graduate	86	35.4
	Total	243	100.0
Position / Level	Employee	222	91.4
	Middle manager	16	6.6

	Top manager	5	2.1
	Total	243	100.0
Years spent with the organization			
	Less 1year	21	8.6
	1 - 3	113	46.5
	4 - 6	74	30.5
	7 - 10	32	13.2
	11 or above	3	1.2
	Total	243	100.0

Table 4.1 The respondents were asked to indicate their gender, which is essential to this research. Minority of the respondents in the study 76 (31.3%) are female while 167 (68.7%) of the respondents in the study are male. This demonstrates that the study's gender was both male and female, with the male being the majority of participants, making the results extremely important for management decisions. The researcher asked respondents to indicate their age range, the results enable the researcher to present the following finding; 2 respondents (0.8%) are 18 year/less, while 34 (14%) are between 19 - 24, 48 respondents which constitutes (19.8%) are from 25 – 29. From 30 – 34 constituted 55 (22.6%) respondents which is the highest for this category. 35 of the respondents (14.4%) are ‘between’ 35 – 39, and from 40 – 44 has 35 (14.4) respondents as well. From 45 – 49 account for 27 (11.1%), lastly 7 respondents constituting 2.9 are 50 or above. The respondent was asked to indicate their marital status. It indicate that 123 (50.6%) of the respondents are married, while 120 (49.4%) are single.

The researcher was interested in knowing the educational level of the respondents.

66 or 27.2% of the study population were College students while 86 respondents making up 35% were University graduates. 77 or 31.7% of the study respondents were high school graduates and finally, 14 or 5.8% of the respondents have less than a high school certificate. The researcher was interested in knowing the position of the respondents; 222 respondents were employees which is the largest number of respondents corresponding to 91.4% of the sample size. 6.6% of the 243 respondents were middle managers and 2.1% were top managers. Finally, as part of the demographic information, the researcher through the questionnaire was interested in knowing the years the respondents have spent with the organization. The result shows that 113 which make up 46.5% of the respondents have spent 1 to 3 years. 4 to 6 years were 74 or 30.5% of the respondents; 7 – 10 years were 32 or 13.2%, 11 years or above were 3 or 1.2%, and less than a year 21 or 8.6%. As seen the largest number of our respondents have spent between 1 to 3 years.

Reliability Test

Table 4.2 the results of the Cronbach's alpha analysis for the research variables are shown.

Variables	No. of Items	Cronbach's Alpha
Recruitment and selection	7	.672
Compensation (pays) and Rewards	6	.718
Training and Development	5	.709
Human Resource Management Practices	18	.895
Organizational Performance	7	.788

According to the Cronbach's alpha analysis, the human resource management practices aspect is (89.5 percent), recruitment and selection are (67.2 percent), compensation

(pays) and rewards are (71.8 percent), training and development are (70.9 percent), and the organization's performance is (78.8 percent). All of the study's factors have shown positive findings.

Measuring HRM practices vs. organization performance

The purpose of this study is to prove how human resource management practices which include: Recruitment and selection, Compensation (pays), Rewards, and training and development which are our independent variables impact or affect **organization performance** which is our dependent variable. The Likert scale was used for the rating. It ranges from 1 to 5. The rating used is interpreted as follows: 1- strongly disagree, 2 - disagree, 3 - Neutral, 4 - agree, and 5 - strongly agree.

The Likert scale will now be used to determine the means and standard deviation of the research study. The study will begin to look at recruitment and selection process used in the organization to determine the level of organization performance. The terms recruitment and selection are the processes that employers take to hire employees to work in the organization.

Recruitment and selection

The intent of the study is to know whether there exists any relationship between recruitment and selection and organization performance in the ArcelorMittal – Liberia mining company.

Table 4.3 Responses on Recruitment and Selection

Variable	Mean	Std. deviation
1. Appointments in this organization is based on merit	4.27	.786
2. Applicants are fully informed about the qualifications required to perform the job before being hired	4.24	.624

3. Advertisements are used by the organization to recruit new employees	4.20	.519
4. There is formal induction, orientation and adaptation process designed to help new employees understand the organization	4.18	.558
5. Both line managers and HR managers participate in the selection process in this organization	4.17	.606
6. In this organization, selection system selects those having the desire knowledge, skill and attitude	4.16	.533
7. Vacancies are filled by qualified employees internally	4.07	.652

Table 4.3 shows employees believe that Appointments in this organization are based on merit with a mean of 4.27 which is the highest. It is followed by Applicants being fully informed about the qualifications required to perform the job before being hired with many employees agreeing leading to the mean of 4.24. Advertisements are used by the organization to recruit new employees as a mean of 4.20. There is formal induction, orientation, and adaptation process designed to help new employees understand the organization has 4.18. Both line managers and HR managers participate in the selection process in this organization has 4.17 as a mean. Employees at this company believe that the selection process picks people who possess the needed knowledge, abilities, and attitude. It has 4.16 as the mean and finally, Vacancies are filled by qualified employees internally which is the least, has a mean of 4.07.

Compensation (pays) and Rewards

As the saying goes “Workers deserve their wages”. This is one of the motivations for workers. Compensation (pays) and Rewards and Organization performance are shown in Table 4.4.

Table 4.4 Respondents on Compensation (pays) and Rewards

Variable	Means	Std. deviation
1. Pay for performance improves performance	4.26	.627
2. Compensation (bonuses, incentives) encourage employees to achieve the organization's objectives	4.21	.574
3. Employees are rewarded based on performance	4.01	.665
4. Employees are recognized and rewarded properly in this organization	4.64	.738
5. Profit-sharing or bonuses are used as a mechanism to reward higher performance	4.04	.628
6. Job performance is an important factor in determining the incentive compensation of employees	4.21	.574

Respondents' answers on compensation and rewards seen in table 4.4, with Employees are recognized and rewarded properly in this organization at its greatest mean of 4.64, and at its lowest mean of 4.01 which says Performance-based pay is given to employees. Incentives such as bonuses and bonuses have a mean of 4.21 percent. Employees' job performance is a significant component in deciding their incentive pay, which averages 4.21. Pay for performance improves performance mean or an average of the respondent is 4.26. Profit-sharing or bonuses are used as a mechanism to reward higher performance finally has a mean of 4.04. There was a positive correlation between Compensation (pay) and Rewards and Organizational performance. Since there is a positive correlation between them, and the average mean is 4.22 which mean that on average all of the workers or respondents agree that compensation and rewards are important to the performance of the organization, the company should give this attention if the organization is to perform well.

Training and Development

Training and Development have always played a cardinal role in the performance of the organization. Educational activities inside a corporation designed to improve workers' knowledge and abilities, as well as provide information and guidance on how to do certain jobs, are known as training or development. Organizational training is geared for operative and operational staff, whereas executive development is planned to be an ongoing pro-active effort. Employees' primary goal in both training and development is to expand their skill set. (<https://explore.darwinbox.com/hr-glossary/training-and-development>).

Training and Development were examined to see whether they had an effect on organization performance. Table 4.6 shows the findings.

Table 4.5 Respondents on Training and Development

Variable	Mean	Std. deviation
1. Training needs are discussed with employees	4.09	.600
2. There is a training strategy and coherent training program	4.12	.574
3. Training incorporates the interests of the organization as well as the employee	4.20	.625
4. Every employee goes through various training programs every year	4.07	.698
5. There is a budget dedicated to training and development every year	4.09	.664

Responses to the question of training and development are shown above in Table 4.4. Training needs are discussed with employees mean is 4.09. The respondents agree with that, there is a training strategy and a coherent training program mean is 4.12. Training

incorporates the interests of the organization, as well as the employee, and has the highest mean of 4.20. Every employee who goes through various training programs every year has the lowest mean as 4.07. There is a budget dedicated to training and developments every year mean is 4.09. Both training needs are discussed with employees and there is budgets dedicated to training and development every year have the same mean at 4.09. The average mean for training and development and organization performance is 4.11.

Organization Performance

A number of variables were examined in order to determine how organizations perform. Table 4.8 shows the findings.

Table 4.6 Respondents on Satisfaction Results and Business Results

Variable	Mean	Std. deviation
1. There is an increase in production percentages (production output)	4.18	.558
2. Employees have morale and are fully satisfied	4.09	.610
3. Our customers are fully satisfied	4.05	.577
4. Our product quality is very high (zero defects ensured).	4.03	.537
5. There is an increase in sales (in comparison to previous years)	4.18	.647
6. There is an increase in exports (in comparison to previous years)	4.26	.690
7. There is an increase in profit (in comparison to previous years)	4.08	.644

Table 4.6 shows; the average means of Satisfaction Results and Business Results which fall under Organization performance is the dependent variable is 4.03. There is an increase in exports (in comparison to previous years) the highest mean is at 4.26, next is There is an increase in production percentages (production output) with the mean of 4.18 follow by ; There is an increase in sales (in comparison to previous years) which has a mean of 4.18. There is an increase in profit (in comparison to previous years) mean is 4.08. Employees have morale and are fully satisfied mean is 4.09. Our customers are fully satisfied has the mean of 4.05, follow the mean of 4.03 which represent our product quality is very high (zero defects ensured) the least.

Pearson Correlation Matrix on HRM practices and organizational performance

Table 4.7

Correlations						
		ORGANIZATION PERFORMANCE	RECRUITMENT_SELECTOR	COMPENSATION_REWARDS	TRAINING_DEVELOPMENT	HRM_PRACTICES
ORGANIZATION PERFORMANCE	Pearson Correlation	1	.731**	.704**	.742**	.796**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	243	243	243	243	243
RECRUITMENT_SELECTOR	Pearson Correlation	.731**	1	.743**	.752**	.902**

TION	n					
	Sig. (2-tailed)	.000		.000	.000	.000
	N	243	243	243	243	243
COMPENSA TION_REW ARDS	Pearson Correlatio n	.704**	.743**	1	.745**	.912**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	243	243	243	243	243
TRAINING_ DEVELOPM ENT	Pearson Correlatio n	.742**	.752**	.745**	1	.920**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	243	243	243	243	243
HRM_PRAC TICES	Pearson Correlatio n	.796**	.902**	.912**	.920**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	243	243	243	243	243
**. Correlation is significant at the 0.01 level (2-tailed).						

Because the research variables are assessed on a continuous scale, the Pearson correlation coefficient was utilized to demonstrate the correlations between them. The

Pearson Correlation coefficient of Organizational Performance and Recruitment and Selection is 73.1 percent, with a significant P-value of $0.000 < 0.05$, as shown in Table 4.7, which illustrates the Correlation matrix. Organizational Performance and Compensation and Rewards have a Pearson Correlation coefficient of 70.4 percent and a significant P-value of $0.000 < 0.05$. Furthermore, the Pearson Correlation between Organizational Performance and Training and Development is also 74.2 percent, with a significant P-value of $0.000 < 0.05$. In conclusion, the Pearson Correlation between organizational performance and HRM practices is 79.6%, with a significant P-value of $0.000 < 0.05$. As illustrated in Table 4.7; the Pearson Correlation coefficient matrix shows that there's a significant link between Organizational performance and HRM practices.

Regression

In this section, hypotheses are tested, and the findings are utilized to make statistical inferences.

Hypotheses are put to the test using statistical approaches to the process of testing them.

To form inferences and judgments, inferential statistics rely on a small number of small data samples (Mc Clave, 2000:2).

Multiple Linear Regression Formula

The general multiple linear regression model formula was used:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \dots + \beta_z X_z + \epsilon$$

Where

Y is the dependent variable

$X_1 X_2 \dots X_z$ are the independent variables

$E(y) = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \dots + \beta_z X_z$ is the deterministic portion of the model

$\beta_1 - \beta_z$ are constant coefficients that determine the contribution of the independent variables $X_1 - X_z$

ϵ_1 is the random error with a mean of 0 and variance of 1 (Mc Clave 2002: 578).

For this multiple regression, Human resource management practices (HRM) were calculated by finding the mean of recruitment and selection, compensation and benefit, and lastly training and development. After finding the mean of each of them, the researcher thereafter combined the three subs - independent variables and found the mean which resulted in a single variable called Human resource management practices (HRM).

The model summary of output when all independent variables are added in the multiple regression equation which contains the R^2 tells us overall how much variation or change in the dependent variables is being explained by the independent variable. The value of the R^2 as to whether it is significant leads the entire model to ANOVA.

Hypotheses Test.

Hypothesis 1 test: HR practices influence organizational performance significantly.

Interpretation in regard to our results, it's proven that HR practices have significant influence on organization performance.

Table 4.8 Multiple Linear Regression

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.796 ^a	.633	.632	.24592

a. Predictors: (Constant), HRM_PRACTICES

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	25.175	1	25.175	416.264	.000 ^b
	Residual	14.575	241	.060		
	Total	39.751	242			

a. Dependent Variable: ORGANIZATION_PERFORMANCE

b. Predictors: (Constant), HRM_PRACTICES

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.430	.182		2.366	.019
	HRM_PRACTICES	.885	.043	.796	20.403	.000

a. Dependent Variable: ORGANIZATION_PERFORMANCE

The model summary table tells us that 63.3 % of Organization performance can be explained by recruitment and selection, compensation and benefit, and training and development which are represented by Human Resource Management (HRM) practices. From the ANOVA table above, the p-value = 0.000 < 0.05 this tells us that the overall model that the researcher developed is significant. From the coefficients table, our p-value of 0.000 < 0.05 tells us that recruitment and selection, compensation and benefit, and training and development represented by Human Resource Management (HRM) have a significant impact on Performance of the ArcelorMittal Mining company in Liberia. In conclusion; considering Unstandardized Coefficients beta value, it's clear

that a unit /unit change in HRM practices leads to a (.885) change in the performance of ArcelorMittal – Liberia.

Simple Linear Regression

The general simple linear regression model formula was used:

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

Where

Y is the dependent variable

X_1 are the independent variables

$E(y) = \beta_0 + \beta_1 \cdot x_1$ is the deterministic portion of the model

β_1 – are constant coefficients that determine the contribution of the independent variables X_1

ε_1 is the random error with a mean of 0 and variance of 1 (Mc Clave 2002: 578).

For this portion of the regression, we will separately take each of the independent variables which are recruitment and selection, compensation and benefit, and training and development, and run it against the dependent variable which is Organization Performance.

Hypothesis 1a: Organizational performance is greatly influence by Recruitment and Selection.

Research results are supported.

Table 4.9 Linear Regression on Recruitment and selection

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.731 ^a	.534	.532	.27725

a. Predictors: (Constant), RECRUITMENT_SELECTION

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.226	1	21.226	276.131	.000 ^b
	Residual	18.525	241	.077		
	Total	39.751	242			

a. Dependent Variable: ORGANIZATION_PERFORMANCE

b. Predictors: (Constant), RECRUITMENT_SELECTION

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.663	.209		3.171	.002
	RECRUITMENT_SELECTION	.827	.050	.731	16.617	.000

a. Dependent Variable: ORGANIZATION_PERFORMANCE

Reading from the R^2 value in the model summary table tells us that 53.4 % of the variation in Organization performance can be explained by Recruitment and Selection. From the ANOVA table above, the p-value = 0.000 < 0.05 this tells us that the overall model that we developed is significant. From the coefficients table, our p-value of 0.000 < 0.05 tell us that the Recruitment and Selection have a Positive significant impact on the performance of ArcelorMittal mining company in Liberia.

The Unstandardized Coefficients beta value, concluded by telling us that every 1 unit change in the recruitment and selection process has a potential impact/effect of (.827) on ArcelorMittal' performance.

Hypothesis 1b: Compensation and Rewards have favorable impact on organizational performance. Result is positive and significant.

Table 4.10 Linear Regression on Compensation (pays) and Rewards

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.704 ^a	.496	.493	.28844

a. Predictors: (Constant), COMPENSATION_REWARDS

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.700	1	19.700	236.776	.000 ^b
	Residual	20.051	241	.083		
	Total	39.751	242			

a. Dependent Variable: ORGANIZATION_PERFORMANCE

b. Predictors: (Constant), COMPENSATION_REWARDS

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.184	.192		6.166	.000
	COMPENSATION_REWARDS	.695	.045	.704	15.388	.000

a. Dependent Variable: ORGANIZATION_PERFORMANCE

Table 4.10; Reading from the R² value in the model summary table tells us that 49.6 % of the variation in Organization performance can be explained by Compensation and rewards. From the ANOVA table above, the p-value = 0.000 < 0.05 this tells us that the

overall model that we developed is significant. From the coefficients table, our p-value of $0.000 < 0.05$ tell us that the Compensation and rewards have a positive significant impact on the performance of ArcelorMittal mining company in Liberia. The company (ArcelorMittal-Liberia), performance change by (.695) if there is a unit / 1unit change in the compensation and wards strategies that are practice by the company, according to the Unstandardized Coefficients beta result.

Hypothesis 1c: There is a direct correlation between training and productivity in the workplace

The finding for test fully agreed with the hypothesis.

Table 4.11 Linear Regression on Training and Development

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.742 ^a	.551	.549	.27213

a. Predictors: (Constant), TRAINING_DEVELOPMENT

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.904	1	21.904	295.787	.000 ^b
	Residual	17.847	241	.074		
	Total	39.751	242			

a. Dependent Variable: ORGANIZATION_PERFORMANCE

b. Predictors: (Constant), TRAINING_DEVELOPMENT

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.252	.168		7.460	.000
	TRAINING_DEVELOPMENT	.698	.041	.742	17.198	.000

a. Dependent Variable: ORGANIZATION_PERFORMANCE

Reading from the R^2 value in the model summary table tells us that 55.1 % of the variation or changes in ArcelorMittal's performance can be explained by training and development. From the ANOVA table above, the p-value = 0.000 < 0.05 this tells us that the overall model that the researcher developed is significant. From the coefficients table, our p-value of 0.000 < 0.05 tells us that training and development have a positive significant impact on the performance of ArcelorMittal mining company in Liberia. Indicated in the Unstandardized Coefficients beta value, it can be explained that 1 unit change made in training and development leads to a (.698) change in the performance of the company.

Discussion of the research Hypotheses

From the results gathered from both 'Regression' (multiple and single), the researcher can clearly state that the Hypotheses developed for the research are fully supported and significantly important in all aspects of the study. Table 4.8 in the model summary demonstrates that HRM practices account for 63.3% of the organization's success (recruitment and selection, compensation and benefit, and training and development). In addition, the Unstandardized Coefficients beta value also explained that a 1 unit change in HRM practices leads to a significant change of (.885) in the performance of the organization. Therefore; the hypotheses for this study:

- HR practices influence organizational performance significantly,
- Organizational performance is greatly influence by Recruitment and Selection
- Compensation and Rewards have favourable impact on organizational performance
- There is a direct correlation between training and productivity in the workplace, are all supported.

HRM practices have direct and positive link with organization performance, employee satisfaction and business performance.

CHAPTER V

Discussion, Conclusion and Recommendations

Discussion

The important findings are summarized in this chapter, and a conclusion and recommendations are drawn based on the key conclusions reached during the empirical analysis of the data. The implications and contributions of the current study were then given; limitations and future research directions are then discussed. Human Resource Management (HRM) practices are directly link with Organizational Performance (OP). The research results prove that there's positive relationship between HRM practices and organizational performance.

For the primary objective of this research (to investigate the HRM practices of ArcelorMittal-Liberia impact on its performance), the researcher developed the right hypotheses that fully support the goals of this study. Research questions were fully answered by respondents (employees) of the ArclorMittal mining company in Liberia. The data gather by the researcher was tested using the Reliability test (Cronbach' Alpha), Pearrson Correlation test, Regressions test, etc.), to show the reliability and validity of this study.

In relation to the hypotheses and the questions developed for this research, the researcher saw the need to conduct the Cronbach's alpha test called Reliability test. The main objective of this test is to know how consistency or stable the HRM practices of ArcelorMittal impact her' performance, and from all indication it was or it's proven that the HRM practices and the company's performance have repeatable / consistent scores. This mean that a positive change in HRM practices can leads to a positive change in the performance of the organization, and the reverse holds true. From this finding; illustrated in table 4.2, it's advisable that the management of ArcelorMittal continuous to improve the HRM capacities of its/her employees which will help ensure/secure the company competitiveness in the global market.

The research results from finding 4.4 Measuring HRM practices and OP, which include (Table 4.3, 4.4, 4.5 & 4.6) convey that each HRM practice is significant and it has a

potential impact on the performance of the organization. The objective for this test is to determine the “Mean & Standard deviation” for each question used by the researcher to conduct this study. Questions from HRM practices (Recruitment & Selection, Compensation & Rewards and Training & Development) in total 18 questions were all tested, respondents response to these questions relating to the HRM strategies used by the company (ArcelorMittal) are all significant and essential to the survival of the organization. Results from respondents reveal the overall ‘MEAN’ of 4.18 for HRM practices and 4.12 for organization performance. This results display the overall picture of how important HRM and OP are link. In relating to the research questions & hypotheses it’s clear that HRM and OP are positively related and also show that one variable influence on another. Furthermore, the means gather from each question which resulted in the overall mean demonstrate the important of each practice implemented by the organization ranging from recruiting and selecting – to – training and development. Therefore, management is to continue improving and implementing every poly to the fullest which will continue to give the company a sustainable competitive advantage over its rivals. These results manifest that, as the company conduct or organize programs to train and improve employees’ skills and knowledge / competencies, the output of the company with definitely improve as well, leading the company to continue achieving economic goals. Finally, employee satisfaction and organization business/ economic performance are influence by HRM practices.

The Pearson Correlation Matrix was examined by the researcher illustrated in Table 4.7, to show the Pearson Correlation coefficient of Organizational Performance and HRM practices. From the findings, it can be explain that there is / there are correlations between the variables of this study. This test results show that all the HRM practices (Recruitment and Selection, Compensation & Rewards and Training and Development), are all positively related to ArcelorMittal’s performance and are all significant to company long turn strategic goals. In relation to the research hypotheses and questions, this matrix clearly proves that organizational performance/ performances are greatly influence by HRM practices. From all indication, the P-values gather from all the variables are definitely significant and can have greater impact on the organization

success. Therefore, management has to place important emphasis on empowering the capacities of their human capital in order to maximize productivity. Inclusion, the Pearson Correlation coefficient matrix shows that there's a significant link between Organizational performance and HRM practices. Better and improve HRM strategies can lead to a positive performance results.

The primary data collected from respondents (employees) of the ArcelorMittal mining company, was also analyzed by the researcher using various Regressions test. The objectives for this test are to determine the model summary, the ANOVA and the Coefficients^a (Unstandardized Coefficients) beta value/impact of the independent variables (HRM) on the dependent variable. Table 4.8 explained the Multiple Linear Regression. The result conveys that the HRM practices in general have significant effect on the company's (ArcelorMittal) success in general. It can also be explain by the model summary that HRM practices have direct impact on organizational performance, and the ANOVA table illustrated the significant of the research model. The Unstandardized Coefficients beta also supports the finding by providing a clear picture relating to the connection between HRM and organization performance. The Beta posits that, a change in the general HRM practices of the company have a potential and significant impact on the performance of ArcelorMittal-Liberia. From this background, the researcher encourage management of the of the company (ArcelorMittal) to continually place high emphasis on the general HR policies which intern can leads the company to achieving her overall objectives in the global market. It can interprets/posit by the researcher without any doubt, that organization performance and human resource management practices have favorable link/connection.

Linear regression on Recruitment and selection

In regard to pursuing a viable and reliable research, the researcher finds it necessary to test each of the independent variable against the dependent variable. The purpose for conducting these tests is to find out if individual HR practice has impact on the company performance.

Explaining from the R^2 value in the model summary of table 4.9, it reveals that significant changes of the variation in performance of the Organization can be explained by the Recruitment and Selection strategy/strategies. From the ANOVA edge, the p-value show significant suppose to the research model. From the coefficients table under this test, our p-value of tell us that the Recruitment and Selection have a Positive significant impact on the performance of ArcelorMittal mining company in Liberia. The Unstandardized Coefficients beta value, concluded by telling us that every change in the recruitment and selection process has a potential impact/effect on ArcelorMittal' performance.

This is a clear message to management that recruitment and selection practices also have significant impact on the organization as well; therefore it should be fully implemented by the company. So, the researcher concludes that recruitment and selection have direct link with organizational performance.

The linear regression results on Compensation (pays) and Rewards

Reading from the R^2 value in the model summary in this table, it can be explain that compensation and rewards contribute greatly to the changes that occur in the performance of the company (ArcelorMittal); the ANOVA P-value explained the significant of the model developed for the research. Compensation and rewards have significant impact on the performance of ArcelorMittal mining company in Liberia according to coefficients P-value result. According to the Unstandardized Coefficients beta result, the company (ArcelorMittal-Liberia), performance is directly affected by the compensation and wards strategies that are practice by the company. To conclude, it's clear that compensation and rewards and organization performance are connected positively. Therefore management needs to continue providing better incentives for employees to motivate them increase productivities.

The linear regression results on Training and Development

Explaining from the R^2 value in this model summary in Table 4.11; it can be interpreted that majority of the variation or changes that occur in ArcelorMittal's performance can be explained from training and development measure implemented by the organization. The ANOVA p-value indicates that the overall model that we developed is significant. From the coefficients edge, the p-value reveals that, training and development have a positive significant impact on the performance of ArcelorMittal mining company in Liberia. The Unstandardized Coefficients beta value communicate a clear message to management that a change made in training and development can leads to significant change in the performance of the company. Therefore it's important for management to always play significant role by providing programs that can improve employee's skills and competencies. In support of the research hypotheses, training and development have positive impact on organizational performance.

Results from the above tests demonstrate that individual HR practices have significant and positive impact on organization performance.

Conclusion

Human resources are becoming more crucial when it comes to a company's ability to produce money. In other words, companies are putting greater emphasis on fostering a culture of employee involvement and commitment to the company's goals. Alternatively, companies are becoming more employee-centric as they focus on boosting employee engagement and devotion to the company's goals.

People management is a hot topic among academics, researchers, and politicians alike because of the increasing complexity of today's workplaces. Employees are critical to a company's capacity to grow and succeed. Every firm or organization in the world relies on human resources for its success or productivity. Consequently, organizations and corporations are increasingly prioritizing the development of their workers or members' human resource competencies.

As seen from the research hypotheses that were laid out at the beginning of the study, tested and were proven to be correct, findings show that when a company or organisation focuses on providing training and developing to employees, mechanisms used in its recruitment and selection, and by providing rewards and compensations to employees, it positively impacts the organisation or company performance as well as creates more profits and sales for the organisation or company. When it comes to competing in today's global economy, Pfeffer (1999) says that HRM may help a business.

Individual assets might be powered solely by a company's competitive advantage. There is no question in my mind. As one of the world's most respected development practitioners and HR specialists, Nishii (2018) asserts that well-planned and developed human resources management techniques may significantly boost a company's performance. No company can realize its full potential or accomplish its ultimate objectives without a strong focus on human capital. Organizations can't prosper even when they have a lot of money and other natural resources.

Recommendations According to Findings

Based on the findings of this study, the researcher will like to recommend these following to improve organization performance:

1. As was discussed in the statement problem, it was found to be evident that most companies or organizations in Liberia failed simply because they placed decreased importance on developing and improving the skills and capacities of their employees to maximize productivity and achieving their goals. No society or nation thrives if the human resource capacities of its people are not fully developed and equipped. The success of an organization achieving its goals and maximizing productivity is contingent on building the skills and capacity of its employees. Therefore, and based on the study's findings, the researcher recommends that organizations and companies should design continuous program to invest in building the skills of their workforce through training and development.

2. Also, this study has proven that one of the reasons why most organizations in Liberia failed and don't maximize productivity is that these organizations don't inspire, motivate and offer a better incentive for employees. Therefore, employees don't go beyond their limits to produce results for the organizations. Salaries or incentives paid to employees as a reward for their services are very low and discouraging. Hence, this leads to gross ineptness of human resources in the attainment of a company or organization's goals. Therefore, the researcher recommends that organizations and companies operating in Liberia to design a continuous reward and compensation scheme for employees in order to inspire and motivate employees to perform excellently in achieving the organization goals and guarantee profitability and high sales.
3. Lastly, the researcher recommends that selection and recruitment be left exclusively with the Human Resource Department. There should be no interference from the top managers and middle managers who in most instances hire their relatives and friends who don't merit the job thereby negatively impacting organization performance. The HR Department should design policy to ensure that those recruited and selected for jobs in the organization will be on merit-based and not cronyism, nepotism and favoritism. Orientation program should be put in place for new recruits to acquaint them with the work of the organization and the task that is required of them.

Recommendations for Further Research

This research focuses on the impact of Human Resource Management Practices on Organization Performance. A future research should focus more emphasis on the effects of human resource management practices on employee job satisfaction. Future studies can also investigate HRM practices impact on organizational performance considering multiple firms or companies in the mining sector.

The implications and contributions of the current study

The primary goal of this research focuses on the effect of human resource management practices on organizational performance (AlcelorMittal-Liberian as key focus). The results and finding from this research show that the survival and performance of the

company are heavily influence by the human resource management strategies implemented by the organization. This means that the HRM practices (recruitment & selection, compensation & rewards and training & development) have positive and significant impact on the overall performance (Financial, productive, profitability, etc.) of ArcelorMittal-Liberia.

This research has contributed significantly in the field of HRM and organizational performance study, especially in the Liberian context. The findings and recommendations from this research can be used by human resource heads and practitioner scholars to help ensure the survival of their company. Government can also benefit from this study by implementing such strategies mention in this research to help improve the livelihood of her citizen.

Limitation of this research

Only ArcelorMittal-Liberia, a prominent steel firm involved in the mining industry in Liberia, is evaluated in this research for the influence of its HRM practices on the business's success. This study's findings may not apply to many other companies in different parts of the nation or the globe, and that is without a doubt. Recruiting and selection, compensation/rewards for employees, as well as employee training and development, are the independent factors of this research, while organizational performance (satisfaction results and business outcomes) is the dependent variable.

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APPENDICES

Appendix 1

Greetings participant,

As part of MBA research thesis at the NEAR EAST UNIVERSITY in Northern Cyprus, I am conducting a survey to “Investigates the impact of Human Resource Management (HRM) practices on Organizational Performance (OP) in the Mining sectors in Liberia. We are inviting your kind participation in study, which involve a questionnaire form. This survey might take you 15 - 20 minutes to complete. Your participation in this survey is completely voluntary, and if you choose to stop without completing the survey you are free to quit. This survey is intended for only educational (academic) purposes; therefore, any information obtained for this study will remain confidential. There is no right or wrong answers. Candid responses based on your personal thoughts are greatly appreciated. Your personal information (name / names) will be kept and treated with anonymity if you desire. Please feel free to contact us using the information stated below, if you have any questions concerning the research study. Thank you in advance for your cooperation and assistance.

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Appendix 2

The questionnaire consisted of three sections;

- Section 1 is demographical/personal information
- Section 2 measures human resource management practices
- Section 3 measures organizational performance

Section one: Personal Information:

Please kindly check with (γ) in front of the appropriate option

1. Gender:

Male _____ Female _____

2. Age range:

18 or less _____ 19 --- 24 _____ 25 --- 29 _____
 30 ----34 _____ 35 ----39 _____ 40 --- 44 _____
 45 ---- 49 _____ 50 above _____

3. Marital status:

Single _____ Married _____

4. Educational level:

Less than high school _____ High school graduate _____
 College Student _____ University Graduate _____

5. Position / level:

Employee _____

Middle Manager _____

Top Manager _____

6. Years spent with the organization:

Less than 1 year _____

1 -- 3 _____

4 ----- 6 _____

7 – 10 _____

11 or above _____

Section two: Measuring HRM practices

Please indicate (χ) for your level of agreement for each of the statements below in regards to human resource management (HRM practices) of your company;

(1=Strongly Disagree 2 = Disagree 3=Neutral 4=Agree 5= strongly Agree)

(A) <u>Recruitment and selection</u>	SD	D	N	A	SA
	1	2	3	4	5
1. Appointments in this organization is based on merit	1	2	3	4	5
2. Applicants are fully informed about the qualifications required to perform the job before being hired	1	2	3	4	5
3. Advertisements are used by the organization to recruit new employees	1	2	3	4	5
4. There is formal induction, orientation and adaptation process designed to help new employees understand the organization	1	2	3	4	5

5. Both line managers and HR managers participate in the selection process in this organization	1	2	3	4	5
6. In this organization, selection system selects those having the desire knowledge, skills and attitude	1	2	3	4	5
7. Vacancies are filled by qualified employees internally	1	2	3	4	5
(B) <u>Compensation (pays) and Rewards:</u>					
1. Pay for performance improves performance	1	2	3	4	5
2. Compensation (bonuses, incentives) encourage employees to achieve organization's objectives	1	2	3	4	5
3. Employees are rewarded based on performance	1	2	3	4	5
4. Employees are recognized and rewarded properly in this organization	1	2	3	4	5
5. Profit sharing or bonuses are used as a mechanism to reward higher performance	1	2	3	4	5
6. Job performance is an important factor in determining the incentive compensation of employees	1	2	3	4	5
(C) <u>Training and Development</u>					

1. Training needs are discussed with employees	1	2	3	4	5
2. There is a training strategy and coherent training program	1	2	3	4	5
3. Training incorporates the interests of the organization as well as the employee	1	2	3	4	5
4. Every employee goes through various training programs every year	1	2	3	4	5
5. There is a budget dedicated to training and development every year	1	2	3	4	5
Source: Hanan Mohammed Bn Aoin, 2017 \ 1438 ISSN 2320-5407 International Journal of Advance Research (2017) Impact of human resource management on organizational performance					

Section three: Measuring Organizational Performance

Please indicate (χ) for your level of agreement for each of the statements below in regards to the performance of your company (Organizational Performance);

(1=Strongly Disagree 2 = Disagree 3=Neutral 4=Agree 5= strongly Agree)

(A) Employee Satisfaction Results					
1=SD 2 =D 3=N 4=A 5=SA					
1. There is an increase in production percentages (production output)	1	2	3	4	5
2. Employees have morale and fully satisfied	1	2	3	4	5
3. Our customers are fully satisfied	1	2	3	4	5

4. Our product quality is very high (zero defects ensured)	1	2	3	4	5
(B) Business / Performance Results					
1. There is an increase in sales (in comparison to previous years)	1	2	3	4	5
2. There is increase in exports (in comparison to previous years)	1	2	3	4	5
3. There is increase in profit (in comparison to previous years)	1	2	3	4	5
<p>Source: Vedant Singh, Akshay Kumar, Tej Singh (2018) Impact of TQM on organizational performance</p> <p>Operations Research Perspectives 5 (2018) 199 -217</p> <p>Journal homepage: www.elsevier.com/locate/orp</p> <p>Available online 29 July 2018</p>					

Thanks!!!!

Appendix 3**BİLİMSEL****ARAŞTIRMALAR ETİK KURULU**

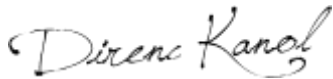
19.04.2022

Dear Elijah Kollie

Your application titled **“Investigating the Impact of Human Resource Management (HRM) Practices on Organization Performance (OP)”** with the application number NEU/SS/2022/1276 has been evaluated by the Scientific Research Ethics Committee and granted approval. You can start your research on the condition that you will abide by the information provided in your application form.

Assoc. Prof. Dr. Direnç Kanol

Rapporteur of the Scientific Research Ethics Committee



Note: If you need to provide an official letter to an institution with the signature of the Head of NEU Scientific Research Ethics Committee, please apply to the secretariat of the ethics committee by showing this document.