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JOURNAL OF WORK-APPLIED MANAGEMENT

Resisting global universalistic practices - the endurance of culture and particularism in African HRM

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3 **Resisting global universalistic practices - the endurance of culture and**
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5 **particularism in African HRM**
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10 **ABSTRACT**
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14 ***Purpose***
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16 This article empirically assesses the extent to which factors rooted in the cultural and
17 institutional framework in Sub-Saharan African organisational contexts challenge and
18 resist the penetration of global practices and how these dynamics impact on human
19 resource management (HRM). This article examines universalistic perspectives are
20 significant for African HRM. The article discusses the tensions between the contributions
21 derived from local and historical factors, and that of other environmental agents, to African
22 HRM practice.
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33 ***Design/methodology***
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35 The study is based on a survey among 100 practising African HRM executives
36 representing significant organisations in Sub-Saharan Africa.
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40 ***Findings***
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42 The main findings established that, in spite of Westernisation and globalising trends in
43 learning and development in Africa, human resource practices are still profoundly
44 embedded in the African cultural fabric. Significant elements of cultures in Sub-Saharan
45 Africa pervade organisational processes; such aspects include collectivism and
46 paternalism, which persistently resist change. The article, however, concludes that the
47 resisting parts of Sub-Saharan African cultures which are viewed as counter-productive,
48 can have positive resonance if constructively deployed.
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58 ***Originality***
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3 This article contributes to African HRM literature, a significantly under-researched field.
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5 The paper provides an opportunity for African HR managers to be more pragmatic in
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7 identifying the contextual issues as well as aspects of African culture that could be value-
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9 adding in a fast-changing managerial field. The findings demonstrate that human resource
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11 strategies and policies have specific cultural orientations and reflect the societal
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13 predispositions of a particular collectivity; this epitomizes the intertwining of cultural
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15 paradigms, political spheres and organisational life in Sub-Saharan Africa.
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21 **Key words:** Culture; globalisation; HR practices; Sub-Saharan Africa; universalistic
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23 perspectives.
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30 INTRODUCTION

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35 It is well documented that African HRM is a generally under-researched (Ngongalah, Emerson,
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37 Rawlings & Muleme, 2018; Abdul-Kahar & Sulaiman, 2017; Kamoche et al., 2012). This
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39 makes the evaluation of African HRM practices very difficult owing to this deficiency of
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41 literature and to the socio-cultural and political intricacies (Mamman et al., 2018; Iguisi, 2014).
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44 Across the African continent, HRM practices differ from one another but keep some general
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46 trends that centre on issues that run through the field of human resource management
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48 (Kamoche et al., 2012).
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54 The last two decades have witnessed many countries transforming their economies into
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56 substantial contributors to the globalising economy. African countries such Nigeria, Ethiopia
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58 and Kenya, etc. have not been exempt. Their economies are characterised by several key
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3 factors, a central one being the evolution of the industrial relations systems and their
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5 institutional arrangements towards more global structures. An important issue which
6
7 organisational discourses address is that of the efficacy of HR practices, both in terms of the
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9 democratisation process and the benefits, and hence competitive advantages, companies might
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11 gain (Hack-Polay & Siwale, 2018).
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17 The initiation, development or even further adaptation of HR practices in Sub-Saharan Africa
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19 are immensely affected by the internal and external environment (Kamoche et al., 2012). These
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21 initiatives are further challenged by the cultural and historical imperatives that moulded
22
23 modern African HRM. In addition, the imported cultural norms that are rooted in the Anglo-
24
25 Saxon and European traditions are shaping thus affecting the HR practices for the sake of
26
27 globalisation of economic freedom (Briscoe, Schuler & Tarique, 2012; Reilly & Williams,
28
29 2016; Gamble, 2003). For instance, the shift from dictatorship towards democratic political
30
31 structures are also influencing the HR practices even at the organisational level. In fact, the
32
33 democratisation in the economic sphere and human resource processes are closely linked to
34
35 each other (Vredenburg & Brender, 1993). Universalistic models of human resource
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37 management have long democratic traditions, well-established legislative provisions. The
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39 impact of these models on African economies have not been subject of extensive research
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41 (Hack-Polay, 2018; Kamoche et al. 2012; Kamoche, 2011).
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49 The transformation of Sub-Saharan Africa in terms of political and economic reforms is
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51 dramatic and follows an intricate change. This is contingent upon the capability of its economy
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53 to endure and magnify economic growth (Lundvall & Lema, 2015; Hack-Polay & Siwale,
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55 2018; Ayiteh, 1992). Although there are many elements that contribute to the transformation
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57 of the African organisational realities, human resources play significant role towards this
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3 profound change (Mamman et al., 2018; Iguisi, 2014). While there is an increasing amount of
4
5 research, these works are confronted with the massive problem of dependency on the state, the
6
7 legacy of the colonial era and the associated inheritance of conflict between federal, state and
8
9 local government, the persistence of corruption, and several decades of military dictatorship
10
11 (Hack-Polay, 2018; Ayiteh, 1992). Considering the rapid transformation based on economic
12
13 dynamics and globalisations, there is persuasive reasons to study the degree to which African
14
15 HRM keeps abreast with these dynamics (Veeran, 2012; Onodugo, 2012; Budhwar & Debrah,
16
17 2008). Thus, the main research questions of this research focus on: To what extent do Sub-
18
19 Saharan African human resource managers face cultural and political dilemmas in their daily
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21 practice? To what extent are there attempts to counter particularistic practices deemed opposed
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23 to universalistic practices?
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30 LITERATURE REVIEW

31 *Perspectives on African HRM*

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37 It is accepted that a robust human resource system is a key determinant of organisational
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39 and national development (Hack-Polay, 2018; Iguisi, 2014; Reilly & Williams, 1993).
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41 Thus, since independence from colonial rule mostly in 1960s, countries in Africa have
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43 been striving to generate sufficiently qualified human resources both at the macro level of
44
45 the State and the micro level of the organisations (Iguisi, 2014; Hanushek & Woessman,
46
47 2007; Ziderman, 1997). Vast programmes of human resource development (HRD) through
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49 the education systems and training institutions have been put in place to this end (Eynon,
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51 2017; Bloom, Canning & Chan & Luca, 2014).
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56 However, HRM in Africa, like in many parts of the developing world, still lacks substantial
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58 empirical and theoretical research (Abdul-Kahar & Sulaiman, 2017; Budhwar & Debrah,
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3 2008). HRM still lack strategic focus, having greater emphasis on the administrative and
4
5 clerical functions and are more akin to social policies (Abdul-Kahar & Sulaiman, 2017;
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7 Okpara & Wynn, 2008; Kamoche et al., 2004). Several aspects of the African management
8
9 literature address the development of human capital but few focus on comparative labour
10
11 and employment relations, particularly from the perspective of the region's colonial
12
13 past(Adeleye, 2011). Consequently, the ailments of African organisations are due partly
14
15 to the malfunctioning of the HRM function and the failures in the effective articulation of
16
17 labour relations in addition to political mismanagement (Abdul-Kahar & Sulaiman, 2017;
18
19 Kamoche, 2002). Besides the paucity of publications generally in the field, the HRM
20
21 literature emanating from African scholars themselves is relatively limited. The shortage
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23 of input from African scholars is not due to the of lack of interest in the field of HRM
24
25 scholarship but in most instances, the situation can be explained by the funding and the
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27 opportunity to be exposed to international audiences (Bendana, 2019; Ngongalah,
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29 Emerson, Rawlings & Muleme, 2018; Dudnik, 2017).
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38 This article, thus, examines developments African HR practices at work from various
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40 perspectives. For example, the practice of 'labour democracy' varies from industry to
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42 industry, from trade group to trade group and from region to region (Koçer & Hayter,
43
44 2011). The first enjoy freedom of association and collective bargaining; the second face
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46 restrictions but allow independent trade unions; the third face further restrictions; and the
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48 final group has virtually no freedom of association. The paper reveals that employees do
49
50 not necessarily seek freedom of association - traditionally pursued by the unions - but long
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52 for recognition, which comes from understanding their orientation. they, therefore, wish
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54 their minds and hearts to be won by their employers, which is beyond 'filling their pockets'
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56 and sometimes beyond the roles of trade unions and collective agreements. Additionally,
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3 there has been significant literature on employee voice but understanding employer voice
4 provides even a better platform for effective workplace participation (Kaufman, 2014).
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10 Industrial relations in Africa generally centres on a tripartite arrangement of government
11 and its agencies, workers and their organisations and employees and their associations
12 (Opute, 2010). This convolution impairs human resource planning, which is the patchiest area
13 of HRM in African organisations. It is less often talked about and applied in practice. Few
14 commentators and books will specifically mention this critical area of human resource practice.
15 However, its importance is not arguable. Stewart & Rogers (2012) contend that human resource
16 planning is about forecasting to ensure the right people in the right position at the right time.
17 This suggests that planning is the starting point of the HR activity. It enables the development
18 of a clear view of how HRM policies and procedures are aligned with the organisational
19 strategy. Depending on the business strategy, HR planning ascertains the type of skills and
20 people required, the training and development needs to be met, reward levels that are
21 motivating and retention strategy as well as succession plans.
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40 Human resource planning has predictability and forecasting function, which is essential if
41 organisations, and indeed African nations themselves, are to reduce risks as they venture on
42 new avenues and leap into the unknown. Horwitz, Nkomo & Rajah (2004) contend that the
43 formulation of critical HRM strategies sits at the heart of both organisational and country
44 strategic imperatives. The lack of human resource planning in Sub-Saharan Africa diminishes
45 the strategic dimension HRM in the region. HRM in many such organisations becomes
46 administrative rather than strategic and reactive rather than pursue proactive actions to
47 anticipate change and reduce the consequences of uncertainty. Consistent scholarship
48 acknowledges that African HRM continues its close association with the traditional personnel
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3 function, largely concerned with operational administrative tasks (Kamoche et al., 2004;
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5 Budhwar & Debrah, 2005). The persistent question then is: are HRM departments solely to
6
7 blame for the status quo? The answer within the emerging literature is that African
8
9 organisations bear significant responsibilities for the lack of human resource planning (Abdul-
10
11 Kahar & Sulaiman, 2017; Eynon, 2017; Ngongalah, Emerson, Rawlings & Muleme, 2018).
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13 For instance, if the has no explicit business strategy, as may be the case in many African
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15 organisations, this renders the need for HR planning superfluous. If no clear strategic goal is
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17 established, the HR planning is a worthless endeavour.
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24 ***HRM and culture***

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27 In emerging countries, there has been much debate about possible alternative approaches to
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29 examining development and participation such as classic accounts of development and
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31 participation, contemporary institutional approaches, cultural accounts and dominant models
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33 but it is still recognised that allowing for the periodic emergence and diffusions of alternative
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35 models cannot be ignored (Hollinsworth, 2006; Wood, 2010). Aycan *et al.* (2006) alluded to
36
37 the fact that the model of culture fit suggests that organisational culture is shaped by multiple
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39 forces external and internal to the organisation which are unrelated to societal culture, albeit
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41 paying attention to selection of organisation (and by implication, country) is paramount.
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48 A group of social scientists and management scholars from several cultures working in a
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50 coordinated long-term effort to examine the interrelationships between societal culture,
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52 organisational culture and organisational leadership) identified the Human-Oriented
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54 approach as a management orientation based on cultural studies. This initiative, termed The
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56 Globe Project, identifies such a leadership style as supportive and involving compassion
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58 and generosity towards subordinates (Javidan *et al.* 2006). However, The Globe Project
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3 does not provide factor(s) that drive this perspective, other than culture in a wider
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5 perspective. Furthermore, the work of some scholars (Besamusca & Tijdens, 2015), in
6
7 comparing contents of collective bargaining agreements for developing countries - mainly
8
9 Africa - is quite revealing but it does not elucidate the appropriateness of the contents in
10
11 the challenging environments of many developing countries neither does it anticipate any
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13 emerging scenarios and the required pragmatism. However, the findings of Hayter *et al.*
14
15 (2011) allude to good practice with regards to the applications of collective bargaining
16
17 and the role of stakeholders. Such good practices are ignored in the limited literature on
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19 African HRM.
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26 Several investigations (Woods, 2010; Besamusca & Tijdens, 2015; Larmache, 2015) have
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28 underscored the importance of collective bargaining but there is still a shortage of theoretical
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30 and empirical research that investigates workforce cultural orientation as concomitant to
31
32 workforce expectations in the developing world. At the same time, Western employment
33
34 practices do not represent appropriate theoretical paradigms to ponder the socio-economic
35
36 context inherent in employment relations in developing countries (Khan & Ackers, 2004;
37
38 Wood, 2010). This research highlights the challenges of the institutional settings (e.g. lack of
39
40 pro-labour policies, law providing social protection, expanding collective bargaining
41
42 converges and lowering the threshold for collective agreements) as important 'ingredients' in
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44 the sustenance of collective bargaining (Kocer & Hayter, 2011).
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52 ***HRM and its socio-economic challenges***

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55 There is considerable influence of the socio-economic situation on the process of employee
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57 engagement. Black (2005) concluded that the fact that countries with individualistic
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59 orientation display low collective bargaining is relevant factor in this research As it
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3 stresses that employee engagement is important - above collective bargaining -owing to
4 the fact that it represents a core channel for making individual as well as 'collective
5 indirect demand'.
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12 Most HR processes (from the primary sources) cover a variety of employee benefits. The
13 intention is to demonstrate the commitment of the company in addressing various issues
14 that are relevant to employment relationship. For example, it is common to indicate items
15 such as utility, education support, housing loan, meal subsidy and vehicle loans (to name
16 a few) in conditions of employment. This strong paternalistic approach to management
17 helps to explain the reason the employee views the employer as an extension of family.
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28 For NECA (Nigeria Employers Consultative Association) survey on remuneration
29 practices across member companies, all eight of the identified best remuneration practices
30 of participating companies relate to non-financial compensation (Opute, 2010). Evidence
31 of this emerging trend is confirmed by the HR practitioners interviewed by Wan & Ong
32 (2002). In their empirical study of compensation system in Singapore, Wan & Ong (2002)
33 explain that more companies are offering family friendly conditions which, place less
34 emphasis on the payment of wages and salaries.
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47 From the perspective of key trends of the total reward system in the 21st century, Chen &
48 Hsieh (2006: 66) emphasise that the 'modern reward system embraces everything that is
49 valued by employees in the employment relationship'. They further stress the need for a
50 holistic and integrated approach to compensation. Therefore, welfare-driven benefits are
51 essential in managing compensation frameworks, a consequence of the socio-economic
52 challenges that is difficult to ignore in any analysis at this level.
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METHOD

The paper is based on data gathered via a survey among HR managers involved with current Sub-Saharan HRM practices (Table 1). The managers were from various organisations in the public, private and voluntary sectors. The data was collected at HR Expo Africa in Lagos. HR Expo Africa is a broad based HRM platform that attracts a wide spectrum of HR practitioners and other professionals from the private, public and third sector areas across African countries to its vibrant and exciting hub of ideas yearly. It shapes the conversation of human capital development and organisational performance with specific focus on new trends and dynamics. The overall objective is to bring to light meaningful ideas and the greatest transformation potentials to encourage sustainable people management and productivity initiatives in the workplace. The conference attracts in excess of 250 delegates (mainly HR practitioners) and facilitators/speakers are invited across the globe.

The questionnaires were distributed to the participants by the conference organisers and formed part of the feedback documentation of four purposely selected sessions which totalled 100 participants. We purposely selected those sessions for ease of access to participants because one of the authors was a speaker or master class facilitator at each of the four selected sessions. At the end of those selected sessions, the participants were invited to complete the anonymous questionnaires which were gathered by the conference organisers and submitted. One hundred questionnaires were returned but the researchers excluded those with less than five years' experience so as to see a pattern of managers' engagement with cultural and political influence in the workplace. This process enabled the research team to retain 64 completed questionnaires that met the length of service criterion.

TABLE 1 HERE...

SPSS was employed to analyse the data (Table 2). We used Cronbach's Alpha to test for reliability and the result 0.957 is greater than the standard 0.70. We employed Principal Component Analysis for Communalities, and all values were from 0.714 to 0.910. A one-way ANOVA was also completed. The significant values were under 0.05; thus, the mean values had statistically significant differences. To establish Model fit, the research employed R-squared (Mean value 0.884), RMSE (Mean value 0.289), MAPE (Mean value 2.484) MaxAPE (Mean value 43.391) MAE (Mean value 0.086) and MaxAE (Mean value 1.436). We used mainly descriptive statistics so as to present the data in a concise and simple way that is intelligible and useful to practitioners. A further article will deploy more complex statistics for a deeper analysis of the results.

TABLE 2 HERE...**RESULTS**

The descriptive statistics (Table 3) of the findings show that a collectivism is a key determinant of any participation structure. Though collective bargaining is the most common means of participation in developing economies, there are new scenarios that are surfacing. An important conclusion of the paper is that the cultural characteristics of collectivism and paternalism show prominence in the workplace.

Individualism, in contrast, is hardly shown in the behaviour of employees. Our research has revealed that employees strive to maintain cohesion with their work groups. The recent

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3 changes operated in the Trade Unions Act 2005 that annulled the automatic check-off
4 system is an interesting illustration. No records exist for individuals who have ceased to
5 be financial members of trade unions in the workplace though they consider themselves
6 non-members. Even when employees were required to contract out during the era of
7 automatic check-off system, there was also no record of employees contracting out of trade
8 union membership.
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19 **TABLE 3 HERE...**
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24 *Enduring particularistic practices in African HRM*

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26 The findings point to a particular perception of the organisation among the HR managers. The
27 majority of the participants viewed the company as an extension of the family thus supporting
28 Hofstede's (1980) findings that located African societies within collectivistic cultures.
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35 The thought that organisations represent an extension of the family is further reinforced by the
36 views of the participating HRM managers. Most participants revealed that they often feel an
37 amount pressure from their locals and relatives to employ people who are close to them, e.g.
38 kinship and those from the same tribal group. There appears to be strength in this normative
39 social pressure, with 80 percent of participants reporting this issue.
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49 In addition to the normative social pressures, the African HR managers experience intense
50 political pressure to do 'favours' to people in political office. These pressures can often be
51 coercions and threats to the positions of the HRM managers. The percentage of participants
52 who agree of strongly agree that they have experienced this practice is very significant which
53 denote significant interference of political life with organisational realities.
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6 The results show that the managers attested to being uncomfortable with political interference
7 and normative social pressure. This compares to limited number of managers who feel
8 comfortable and accept these practices. Most of the participants are neutral on the issue. The
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10 small proportion of managers who are uncomfortable with these practices may attest to the
11
12 cultural embeddedness of African organisations and managers. This lack of vigorous rejection
13
14 of favouritism contrasts sharply with the managers' awareness of the negative consequences of
15
16 potentially employing people who lack qualifications and skills and who may not fit into the
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18 organisations. Table 3 shows that the overwhelming majority of HR managers are aware that
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20 such employees can have lower performance and drive down the overall performance in
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22 organisations.
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31 ***Political and normative social pressure: managers' resistance***

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33 There is however, a growing movement towards resisting external political and social pressures
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35 in order to maintain the autonomy of the organisation. Table 3 shows that a significant majority
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37 of the managers believed that strategies could be developed to curb the weight of these
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39 potentially damaging particularistic practices. It is not clear what these strategies might be but
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41 it is clear that there is some willingness on the part of the African managers. However, the
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43 efforts and strategies geared at dealing with nepotism, favouritism and political interference
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45 may be limited in scope due to fear of political punishment and cultural constraints (Table 3).
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47 This study applied analysis of variance (ANOVA) to compare differences of means by
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49 categorising between groups and within groups (Table 4). The results indicate positive F
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51 values for the factors with 0.00 significance level. Means square of between groups are
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53 higher than the mean square of within groups for all elements.
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10 **DISCUSSION AND CONCLUSION**

14 *Discussion*

17 One of the key findings of the research suggests that collectivism is inherent in
18 organisational processes and African HRM practices. The research validates the culture-
19 boundedness of HRM practices (Wan & Ong, 2002). This indicates that there is little
20 separation between organisation and the communities in which they are established (Iguisi,
21 2014; Mamman, Kamoche, Zakaria & Agbedi, 2018). The corroboration of this can be
22 seen through the opinions of the African HRM managers who accept that the organisation
23 is an extension of the family. With globalisation and the dissemination and spread of so-
24 called universalistic practices, one would assume that most African HRM managers would
25 espouse the view that perceives a strict separation of organisations and society. The
26 plausibility of this argument is heightened owing to the fact that more and more managers
27 are undertaking their management education in the West and are, therefore, exposed to
28 global practices (Madimutsa & Pretorius, 2017; Budhwar and Debrah; 2010). The HRM
29 managers showed support for the intertwining of work and family. This indicates the
30 temerity of African cultures and the way in which they 'refuse' to give way to 'global'
31 'universalistic' perspectives. This leads us to pose the question of the integration of culture
32 with human resource management (Madimutsa and Pretorius, 2017; Chen and Hsieh,
33 2006)). Researchers, such as Mamman, Kamoche, Zakaria & Agbedi, 2018; Briscoe,
34 Schuler & Tarique, 2012; Iguisi, 2014; Wan & Ong, 2002, contend that HRM practices
35 differ from one socio-economic and cultural sphere to another. Thus, we see the need to
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3 work with culture and not to mount an assault against it. Decades of attempts to westernise
4 African HRM (Kiiza & Basheka, 2018; Abdul-Kahar & Sulaiman, 2017; Kamoche, 2011),
5
6 have shown limited suggestion that there has been metamorphosis of African HRM and
7
8 greater convergence with Western approaches or so-called universalistic practices. Such a
9
10 near status quo signifies that it is possible for culture and modernity to co-exist and work
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12 in synchrony to engender dynamic capabilities within organisation and, by extension,
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14 within the State.
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21 It is clear that companies' and HRM departments' efforts must coalesce to bring about
22
23 meaningful and positive integration between culture and the direction of the organisation
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25 to make use of creative aspects that can enhance the organisations more organically and
26
27 be more competitive (Briscoe, Schuler & Tarique, 2012). For instance, social pressures on
28
29 HR managers to recruit local people may not be asymmetric with strategic HRM whose
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31 direction is constructed by rationalities that are, in themselves, dynamic. In an African
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33 economic context, dominated by unemployment and high levels of wealth disparities, local
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35 recruitment can soothe inequalities (Hack-Polay, 2018) and improvements in the vitality
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37 of the locality. From a strategic HRM perspective, there is a plausible cost-saving
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39 dimension to be considered. In fact, employing people from the local area could cost the
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41 organisation less and enable the company to deploy its surplus of profit for further
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43 investment, e.g. expansion, addressing social responsibilities, etc. This demonstrates that
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45 there are elements of culture that fit strategic HRM perspectives that are able to revitalise
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47 organisations for competitive advantage (Kiiza & Basheka, 2018).
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56 Despite the potential positive view of some cultural patterns different dimension of
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58 particularism in HRM practices in Sub-Saharan Africa - political interference - is not
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3 favoured by HRM managers. That is the aspect concerning political interference. Political
4 pressure is about asking HR managers to hire unqualified or under-qualified people. The
5
6 politically recommended employees are often the politician's family members or
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8 mistresses; such recommendations do not necessarily come from the locality. There is
9
10 therefore no argument to suggest that the recommended employees would add to the
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12 vitality of the area. Thus, there is no business case for such practices. Political
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14 recommended employees could be less useful because, in some cases they can attempt to
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16 take control and be the eyes and ears of the recommenders. This then seeds fear and
17
18 suspicion in the organisation and inhibits innovation and creativity (Hack-Polay, 2018;
19
20 Abdul-Kahar & Sulaiman, 2017; Kamoche, 2002; Onodugo, 2012; Ayiteh, 1992). This
21
22 largely why the African HR managers surveyed, in their majority rejected political
23
24 interference and showed willingness to develop strategies to combat the practice.
25
26 However, their fear about vigorous action in the fight against political interference attests
27
28 to the potency of this practice and its resilience. Political interference diminishes the power
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30 of the trade unions which are often the organisms that are capable of putting up meaningful
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32 resistance to the presence of political powers in daily organisational life as Kamoche
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34 (2002) found.
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45 ***Conclusion***

46 The findings demonstrate that, despite globalisation, several critical aspects of African
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48 HRM remain close to and intertwined with culture and tradition. Recruitment and
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50 selection, and approaches to collective bargaining are particularistic as they depart from
51
52 the so-called universalistic or global practices. Sub-Saharan African human resource
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54 managers are faced with dilemma in their attempt to navigate simultaneously global and
55
56 local perspectives. In spite of the charge that African organisations have high levels of
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3 corruption and favouritism, human resource managers have a positive view of some
4
5 cultural practices that are vilified by the outside world. The HR manager believe that there
6
7 could be some congruence between some of the local practices - for instance the hiring of
8
9 relatives or locals - as deviating from contemporary human resource strategies. Some
10
11 practices support the fulfilment of the organisations' social responsibilities; at the same
12
13 time, they can enhance competitive advantage. The findings of the study provide support
14
15 for the argument that if HRM practices are close to traditional values, they can form part
16
17 of the African organisations' dynamic capabilities - provided HRM weeds out the toxic
18
19 particularistic practices and strives to integrate value-adding, community-enhancing and
20
21 capacity-building practices from outside.
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28 ***Limitation of the research and future perspectives***

29
30 The study has some limitations that impact the generalisability of the findings. The sample
31
32 size could be widened to provide more perspectives. A key limitation of the presentation
33
34 research is linked to the fact that the data was collected in single country; tough some of
35
36 the participants were from different nationalities, the majority of HR managers surveyed
37
38 were Nigerians. A systematic sampling strategy covering several Sub-Saharan African
39
40 countries could increase its validity and generalisability of the research. For instance,
41
42 potential differences between Eastern, Western, Central and Southern Africa could be
43
44 explained by socio-economic, cultural and political determinants that further studies could
45
46 help unveil. Future research could also consider the differences between Anglophone and
47
48 Francophone countries due to the different colonial experiences which can have
49
50 significance for how current African HRM practices are articulated generally.
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52 Additionally, the researchers believe that there are some good practices in African HRM
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54 that are often obfuscated by fierce negative criticisms; further studies could focus on
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3 identifying those good practices and evidence their value as well as ways to disseminate
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5 them.
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Tables

Table 1: Demographic features

Particulars	N	Range	Minimum	Maximum	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
Age group	64	3.00	2.00	5.00	2.9063	0.11073	0.88585	0.785
Trade union	64	1.00	1.00	2.00	1.8750	0.04167	0.33333	0.111
Length of Employment	64	4.00	1.00	5.00	1.8438	0.13769	1.10150	1.213

Table 2: Model Summary

Fit Statistic	Mean	SE	Percentile						
			5	10	25	50	75	90	95
R-squared	0.884	0.047	0.806	0.814	0.851	0.881	0.921	0.951	0.953
RMSE	0.289	0.042	0.215	0.223	0.259	0.282	0.333	0.333	0.333
MAPE	2.484	0.481	2.057	2.064	2.202	2.319	2.698	3.423	3.886
MaxAPE	43.391	7.384	31.746	32.589	34.435	46.825	50.000	50.000	50.000
MAE	0.086	0.013	0.078	0.078	0.078	0.078	0.092	0.112	0.119
MaxAE	1.436	0.484	0.937	0.946	1.000	1.226	2.000	2.000	2.000
Cronbach's Alpha	0.957								

Table 3: Descriptive Statistics

Particulars	N	Range	Minimum	Maximum	Mean	Std. Error	Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Statistic		Statistic	Statistic
Organisation as an extension of the family	64	3.00	2.00	5.00	3.8750	0.11024	0.88192	0.778
Pressure from the community	64	4.00	1.00	5.00	4.0625	0.10882	0.87060	0.758
Political influence in recruitment and selection	64	4.00	1.00	5.00	4.0625	0.11329	0.90633	0.821
Comfort about responding positively	64	4.00	1.00	5.00	2.7344	0.11625	0.92996	0.865
The points raised in questions 9 & 10 above can influence individual and organisational performance.	64	4.00	1.00	5.00	4.0938	0.10847	0.86774	0.753
HR managers 'under pressure' (resulting from questions 9 & 10 above) can develop strategies to resist or deal with such pressures	64	4.00	1.00	5.00	4.0000	0.09449	0.75593	0.571
There could be 'negative consequences' for resisting pressures from relatives or politicians in relation to questions 9 & 10 above.	64	4.00	1.00	5.00	3.7813	0.12090	0.96722	0.936
Culture plays a significant role in the work place in Nigeria.	64	4.00	1.00	5.00	4.3438	0.10015	0.80116	0.642

Table 4: One way ANOVA

Particulars		Sum of Squares	df	Mean Square	F	Sig.
Organisation as an extension of the family	Between Groups	24.143	1	24.143	60.218	0.000
	Within Groups	24.857	62	0.401		
	Total	49.000	63			
Pressure from the community	Between Groups	30.036	1	30.036	105.125	0.000
	Within Groups	17.714	62	0.286		
	Total	47.750	63			
Political influence in recruitment and selection	Between Groups	30.036	1	30.036	85.760	0.000
	Within Groups	21.714	62	0.350		
	Total	51.750	63			
Comfort about responding positively	Between Groups	20.145	1	20.145	36.372	0.000
	Within Groups	34.339	62	0.554		
	Total	54.484	63			
The points raised in questions 9 & 10 above can influence individual and organisational performance.	Between Groups	27.009	1	27.009	81.971	0.000
	Within Groups	20.429	62	0.329		
	Total	47.438	63			
HR managers 'under pressure' (resulting from questions 9 & 10 above) can develop strategies to resist or deal with such pressures	Between Groups	20.571	1	20.571	82.667	0.000
	Within Groups	15.429	62	0.249		
	Total	36.000	63			
There could be 'negative consequences' for resisting pressures from relatives or politicians in relation to questions 9 & 10 above.	Between Groups	37.723	1	37.723	110.248	0.000
	Within Groups	21.214	62	0.342		
	Total	58.938	63			
Culture plays a significant role in the work place in Nigeria.	Between Groups	19.723	1	19.723	59.034	0.000
	Within Groups	20.714	62	0.334		
	Total	40.438	63			