

The Effectiveness of HRM Policies and Practices

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Abstract---GSM companies need strategic HRM in order to engage and allow employees to adhere to policies and practices. HRM though regarding policies and practices revolve around recruitment, selection, job placement, the environment of work, performance, productivity and satisfaction issues. GSM companies must emphasize the cordial relationship between employer and employees. The organizational policy spells out the ethics code of conduct, the dos, don'ts and constitution of the GSM companies. This policy guideline determines employees' practices in terms of behavior, job placement, actions, and job execution. Cooperation between firm and employees is determined by the amount of respect both have for each other. HRM policy emphasizes that employees must keep to prescribed rules and regulations while the employer (GSM Companies) must satisfy their own end of the bargain by paying salaries promptly, making the job environment conducive, emphasizing on training and development of her staff. The result of this union between employees and employer brings about the achievement of organizational goals and objectives such as growth, productivity, performance, profit, etc.

Keywords---companies, constitution, employees, strategic, training.

Introduction

Given the strategic significance of *Human Resources Management (HRM)* in firms and the lack of logical tools to determine employees' perceptions about policies and practices of HRM, the purpose of this study is to develop and validate a human resource management policies and practices. The management of human resources in organizations has become an important issue in maintaining and improving organizational performance (Bowen & Ostroff, 2004; Ostroff & Bowen, 2000).

Human Resources professionals and scholars have been developing theories, policies, procedures, and practices to better manage the relationship and establishing contingencies for each individual unique relationship (Bernardin, 2007). HRM, therefore, connotes a unique approach that is linked with business outcomes for the management of people in an organization. The core principle of HRM is the efficient and effective utilization of employees to achieve corporate objectives within a specific period of time. The HRM practitioner is therefore involved in the overall organizational efficiency, effectiveness, productivity, labor flexibility, and competitive human resource advantage.

HRM is concerned with strategy. Gronfeldt & Strother (2006) defines strategy as a pattern or plan that integrates an organization major goals, policies and action sequences into an a cohesive whole. Purcell (1999) noted that the adopted strategy distinguishes an organization from its competitors. Hence, the strategy is the grand plan adopted through employees, to help realize the business mission (Gomez - Mejia *et al.*, 2004). Thus the strategy may also include the sequence and pattern of decisions management apply regarding human resource policies and practices and corporate and business level strategies evolve into human resource plans (Bratton & Gold, 2007) so that human resource policies are built from well-designed personnel practices that fit into the corporate business strategy.

The human resources are very critical in any organization. Thus, HRM should be too important to be left solely in the hands of technical Human Resource Specialists. Line managers are crucial to the effective delivery of HRM policies and procedures (Lundy & Cowling 1996; Storey, 1997). The management of human resource can be grouped under five key activities – staffing, retention, development, adjustment and managing change and these

demand shared responsibilities between line and HR managers. Typically, human resources provide technical expertise whilst line managers use this expertise to manage people effectively.

A key goal of HRM is to ensure that organizations have the right numbers, types, and skill mix of employees at an appropriate time and cost to meet present and future requirements (Nankervis *et al.*, 1999). According to Nankervis *et al.*, (1999), awareness of where the organization is going in the future, the nature of external and internal labor markets and effective strategies for matching labor demand and supply are, therefore, critical for success. The goals and objectives of include implementing effective strategies for attracting, selecting, and keeping employees productive, satisfied and motivated to contribute to the organization's progress.

This study uses six HRM policies and practices concepts: recruitment and selection; involvement, training, development and education; work conditions, competency-based performance appraisal; and compensation and rewards. When HRM practices are consistently more job-focused or more organization focused, there is more internal fit. Thus, the employees in GSM Companies will cooperate more, regardless of whether the fit is job or organizational focused. In such situations, where a good fit elicits the cooperative behavior of employees, the productivity of the organization should also be enhanced (Basak & Khanna, 2017; Mardika, 2017).

Statement of the Problem

There are many problems facing HRM policies and practices in firms operating in Nigeria. The policies do not transcend into practices amongst employees. The problems of levels of differentiation and classification are visible with employees working in organizations. This problem has led to HRM policies which should have led to effective practices. This has resulted in organizations that are not transparent and ineffective. Most firms in Nigeria, especially in the telecommunication sector, Human Resource Department, promote and safeguard the welfare of mostly those staff at the top level of management at the detriment of lower level employees. They fail to embrace a holistic approach towards HRM policies which entails a practice that embraces total employees working together and individually for the collective actualization of organisational goal and objectives. Nepotism, sectionalism, ethnicity, cronyism, impartiality and meritocracy as practised in some organisations affect performance appraisal, recruitment and selection, staff discipline and decision making. These have confirmed to be an obstinate problem of management efficiency in firms.

Objectives of the Study

The main objective of this study is to determine the effect of HRM policies and practices on employee performance in telecom companies in Benue State. The specific objectives areas: to ascertain the nature of laid down HRM policies and practices of telecom companies in Benue State. To assess the effectiveness of appraisal and promotion policies on employees ability to meet corporate target of telecom companies in Benue State and. To examine the effect of training policies on employee satisfaction of telecom companies in Benue State

Research Question

What is the nature of laid down HRM policies and practices of telecom companies in Benue State?. How effective are the appraisal and promotion policies on employees ability to meet the corporate target of telecom companies in Benue State? And What is the effect of training policies on employee satisfaction of telecom companies in Benue State?.

Hypotheses of the Study

H0₁: The nature of laid down HRM policies and practices significantly affects telecom companies in Benue State.

H0₂: There are effective appraisal and promotion policies that enable employees to meet the corporate target of telecom companies in Benue State

H0₃: There is the positive and significant effect of training policies on employee satisfaction of telecom companies in Benue State.

Literature Review

Concept of HRM Policies and Practices: HRM practice is viewed as a construct of firms' reliable policies and practices structured and practicalized to verify that an organization's human capital encourage achievement of its business objectives (Delery & Doty, 1996; Minbaeva, 2005). HRM practices convey to specific practices, formalized policies, and philosophies that are drawn to magnetize, extend, motivate, and retain employees that secure effective functioning, growth, and survival of the organization.

- 1) The concept of Appraisal and Promotion Policies: Appraisal and promotion policies ensure that the current and future needs of the employees are met in accordance with the internal and external dynamic situation. Appraisal aims to select potential future employees with attributes that align with the mission statement and values of the organization (Millmore and Baker, 1996).
- 2) The concept of Training Policy: Training policy involves plans structured to enhance or rebuild current knowledge, skills, attitudes and/or social behaviors to improve future performance at the individual, group organizational levels. Continuous learning is contained in the training policy. It helps both the individual and the firm meet their objectives. It provides greater motivation for employees and helps the organization respond to changes and is likely to reduce turnover (Noe et al., 2007).

Concept of Employee Performance: The appraisal system refers to the tools used to evaluate how the employees and the firm have performed against the overall objectives and goals of the organization (Analoui, 2007). The process aims to improve individuals efficiency and effectiveness by providing a feedback loop and the organization can utilize the results for the entire range of HRM activities (Bohlander & Snell, 2007) such as, decisions on employee's working conditions, promotions, termination and rewards (Gomez- Mejia et al., 2004). An appraisal is apart of the performance management system and needs to be focused on improving employee performance to benefit both the organization and employee (Nankervis et al., 1999; Cascio 2006).

- 1) Employee Satisfaction: A reward system is what an employer offers in exchange for employee contributions and are designed to align organizational objectives and individual expectations. They aim to attract, retain and motivate the workforce (Leopold et al., 2005).
- 2) Corporate Target: The target of HRM policies and practices are tailored towards achieving certain goal and objectives (Cascio, 2006). In order to achieve determined outputs, the firm decides on the content and accountability of jobs or roles in order to maximize intrinsic motivation and job satisfaction. The firm aims to stimulate, plan and implement programs designed to enhance the effectiveness and bring about positive change in attitude and operations.

Materials and Methods

Research Design: This study is a descriptive study or survey. This is because it provides an accurate account of the opinions of GSM Companies staff as regards HRM policies, practices and employee performance.

Population: The study respondents consist of senior technical, rollout managers, finance/accountant and administrative staff cadre of MTN, GLO, ETISALAT and AIRTEL working in Benue State. The population of this category of staff in GLO is 297, MTN is 320, ETISALAT is 253 while Airtel is 278, making a total of 1,148 respondents.

Sample and Sampling Technique

Sample Size Determination: The sample size was determined through Yamane (1967) sampling technique. The sample size, therefore, is 297. The sampling procedure is indicated below:

$$n = \frac{N}{1 + N(e)^2}$$

Where: n = required responses/sample size, e² = error limit, N = population size. Placing information in the formula at 95% confidence level and an error limit of 5% result in:

$$n = \frac{1148}{1 + 1148(0.05)^2} \approx 297$$

297 responses would, therefore, be the lowest acceptable number of responses to maintain a 95% confidence level and a 5% error level.

Determination of Sample Size for each Ministry: To assign the sample size of 297 to MTN, Glo and Airtel, the researcher employed the Burley's proportional allocation formula:

$$n_b = \frac{n(h)}{N}$$

Where: n_b = Burley formula, h = Element within the sample frame,i.e. number allocated to MTN, Glo and Airtel, n = Sample or proportion of the universe used for the study (total sample size), N = Population of the study. The determination of each of the sample group is shown in Table 1 below:

Table 1
Sample size distribution

Respondents of the Study	Population Frequency	Sample Size Distribution Using Burley's Technique
MTN	320	$n_b = \frac{297 \times 320}{1148} = 83$
Glo	297	$n_b = \frac{297 \times 297}{1148} = 77$
Airtel	278	$n_b = \frac{297 \times 278}{1148} = 72$
ETISALAT	253	$n_b = \frac{297 \times 253}{1148} = 65$
Overall Total	1148	297

Source: The Study, 2017

Thus, a sample size of 297 was allocated to the 4 groups of respondents through Burley formula to maintain a required confidence limit. Thus, 297 respondents would, therefore, be the lowest acceptable number of responses to maintain a 95% confidence level and a 5% error level.

The validity of Instrument: The HRM policies and practices variables (6 items) used for this study were subjected to exploratory factor analysis to investigate whether the constructs as described in the literature fits the factors derived from the factor analysis. Factor analysis indicates that the KMO (Kaiser-Meyer-Olkin) measure parameters are 0.68 with Barlett's Test of Sphericity (BTS) value to be 4400.0 at a level of significance $p=0.000$. From Table 2, six factors of the endogenous variable with Eigenvalue, 2.28; is greater than one (1.000) and accounts for 45.7 percent of the total variance for the study. Our KMO results in this analysis surpass the threshold value of 0.50 as recommended by Hair *et al.*, (1995). Therefore, we are confident that our sample and data are adequate for this study. Our result has strong *construct validity* because the various independent variables were tested for correlation and it was found out that there was a high degree of measures between the measures of the same construct, indicating that correlation exists between them. Thus the critical components in this study had *content validity* because an extensive review of the literature was conducted in selecting the measurement items.

Table 2
KMO and BTS test of sphericity

HRM Policies and practices Dimension	Initial	Extraction (Coefficients)	Eigenvalues	KMO	Determinant	Bartlett's Test of Sphericity	Sign .
Involvement (I)	1.000	0.281					
Training, Development & Education (TD&E)	1.000	0.441	2.283	0.677	0.490	4400.0	0.000
Work Conditions (WC)	1.000	0.677	(45.652%)				
Competency-Based Performance Appraisal (CBPA)	1.000	0.645					
Compensation and Rewards (CR)	1.000	0.583					

Source: STATA 8

Reliability of the Instrument: Cronbach’s Coefficient Analysis or Cronbach Alpha was used to know the Corrected Item-Total Correlation and Cronbach's Alpha if the item(s) is/are deleted. A measuring instrument gives similar, close or the same result when different researchers under the same conditions use it. Reliability, therefore, is the consistency between independent measurements of the same phenomenon. It is the stability, dependability, and predictability of a measuring instrument. It is also the accuracy or precision of a measuring instrument. The value presented in Table 3 represents the alpha value if the given item were not included. If the Cronbach’s Alpha of all the six items of the endogenous variable were to be deleted, there would be a reduction in the overall Cronbach’s Alpha value (0.699) to 0.639, 0.655, 0.566, 0.772, 0.774 and 0.795 respectively. These six parameters are useful and will not be dropped from the research. The correlation would be weak for item analysis purposes if $r < 0.3$; if such a situation occurs, then that item should be removed and not form a composite score for the variable in question. All parameters for this study appear useful and contribute to the overall reliability of HRM policies and practices.

Table 3
Cronbach’s Alpha Test of Reliability

HRM Policies and practices Dimension	No of item	Corrected item-total correlation	Cronbach’s Alpha if item deleted	Item Mean	Item Variance	Cronbach’s Alpha
	6			2.726	0.998	0.699
Recruitment and Selection (RS)		0.328	0.639			
Involvement (I)		0.443	0.655			
Training, Development & Education (TD&E)		0.631	0.566			
Work Conditions (WC)		0.627	0.772			
Competency-Based Performance Appraisal (CBPA)		0.620	0.774			
Compensation and Rewards (CR)		0.587	0.795			

Source: STATA 8

Model Specification: Both Multiple regression and correlation analysis were employed to determine the effect or outcome of the relationship between *incentives* and *employees’ productivity* variables. The multiple regression formulae are implicitly represented below:

$$\text{Employees' performance} = f(\text{HRM policies \& practices})$$

The explicit forms of the formula above are depicted below:

$$\text{Employee satisfaction} = \beta_0 + \beta_1\text{RS} + \beta_2\text{I} + \beta_3\text{TDE} + \beta_4\text{WC} + \beta_5\text{CBPA} + \beta_6\text{CR} + e \dots \text{Model 1}$$

$$\text{Corporate target} = \beta_0 + \beta_1\text{CBPA} + \beta_2\text{CR} + e \dots \text{Model 2}$$

$$\text{Employee satisfaction} = \beta_0 + \beta_1\text{TDE} + \beta_2\text{WC} + e \dots \text{Model 3}$$

Note: Recruitment and Selection (RS), Involvement (I), Training, Development & Education (TDE), Work Conditions (WC), Competency-Based Performance Appraisal (CBPA), Compensation and Rewards (CR)

Where:

β_0 = intercept value of the dependent variable

e = the random error

β_1, β_2, \dots = the regression coefficients of the independent variables

$\beta_1, \beta_2, \beta_3, \dots$ = the regression coefficients of the independent variables (They are the parameter estimates) prior expectations are $\beta_1, \beta_2, \beta_3, \dots, \beta_6 > 0$.

Justification of the Model: The basis of multiple regression models is to assess the relationship between the dependent variable and a set of independent or predictor variables. Certain approaches are helpful in testing the effect of such independent variables, so as to increase the efficiency of the analysis. One of such approaches is regression analysis. The Coefficient of Multiple Correlation (R) tells us the relationship between the dependent (Y_i) and independent variables (X_i). The value of R ranges between 0 to ± 1 . This range means that the coefficient of correlation can never exceed 1. The degrees of R used for this research are as follows: R = 0; no relationship, R =

0.3, 0.4; weak relationship, $R = 0.5, 0.6$; moderate relationship, $R = 0.8, 0.9$; strong relationship and $R = 1$; very strong relationship. The coefficient of Multiple Determination (R^2) tells us what percentage of variations in the dependent variable that can be predicted or affected by variations in the independent variable. Decision Rule states that if Computed F Value \geq Tabulated F Value, the choice is to Reject H_0 and accept H_1 and vice versa. Statement of hypothesis for Multiple Regression Analysis also states that, H_0 : x and y are not related ($\beta = 0$) and H_1 : x and y are directly or indirectly related ($\beta \neq 0$).

Methods of Data Analysis: The data for the study were analyzed using STATA 8 for Microsoft Windows. Various statistical methods were used in analyzing this study. Percentages, frequency, and tables were used to examine the respondents' bio-data. Multiple Regression and Correlation Analysis were used to assess the nature and degree of relationship between the dependent variable and a set of independent or predictor variables. However, F-statistics from the multiple regression analysis was formally used to test the 3 hypotheses' model fit for this study; the t-statistical tests were used to test the individual independent variable influence on the dependent variable.

Results and Discussion

HRM Policies and Practices

- 1) *Recruitment and Selection (RS): The GSM Company looks for employees, encourage them to apply, and selects them, aiming to harmonize people's values, interests, expectations, and competencies with the characteristics and demands of the position and the organization.*

The majority of the respondents (30.3%) were undecided that the GSM Company looks for employees, encourage them to apply, and selects them, aiming to harmonize people's values, interests, expectations, and competencies with the characteristics and demands of the position and the organization. A certain percentage (28.3%) of the respondents agreed to this fact, while 22.2% disagreed. A lesser percentage (10.4%) of the respondents strongly agreed, while, an uninspiring percentage (8.8%) strongly disagreed.

- 2) *Involvement (I): The GSM Company creates an effective bond with its employees, contributing to their well-being at work, in terms of acknowledgment, relationship, participation, and communication.* The majority of the respondents (55.9%) agreed that the GSM Company creates an effective bond with its employees, contributing to their well-being at work, in terms of acknowledgment, relationship, participation, and communication. A certain percentage (36.0%) of the respondents strongly agreed to this fact, while an abysmal 3.7% disagreed. A lesser percentage (2.4%) of the respondents strongly disagreed, while, an uninspiring percentage (2.0%) disagreed.
- 3) *Training, Development, and Education (TDE): The GSM Company provides for employees' systematic competence acquisition and stimulates continuous learning and knowledge production.* The majority of the respondents (43.1%) disagreed that the GSM Company provides for employees' systematic competence acquisition and stimulate continuous learning and knowledge production. A certain percentage (29.0%) of the respondents strongly disagreed with this fact, while 16.2% strongly agreed. A lesser percentage (9.1%) of the respondents agreed, while, an uninspiring percentage (2.7%) were undecided.
- 4) *Work Conditions (WC): The GSM Company provides employees with good work conditions in terms of benefits, health, safety, and technology.* The majority of the respondents (27.9%) were undecided that the GSM Company provides employees with good work conditions in terms of benefits, health, safety, and technology. A certain percentage (22.9%) of the respondents disagreed with this fact, while 20.5% strongly agreed. A lesser percentage (19.9%) of the respondents agreed, while, an uninspiring percentage (2.7%) strongly disagreed.
- 5) *Competency-Based Performance Appraisal (CBPA): The GSM Company evaluates employee's performance and competence, supporting decisions about promotions, career planning, and development.* The majority of the respondents (30.0%) were undecided that the GSM Company evaluates employee's performance and competence, supporting decisions about promotions, career planning, and development. A certain percentage (28.3%) of the respondents agreed to this fact, while 18.2% strongly agreed. A lesser percentage (21.2%) of the respondents disagreed, while, an uninspiring percentage (2.4%) strongly disagreed.
- 6) *Compensation and Rewards (CR): The GSM Company reward employees' performance and competence via remuneration and incentives.* The majority of the respondents (38.0%) agreed that the GSM Company reward employees' performance and competence via remuneration and incentives. A certain percentage (30.0%) of the respondents strongly agreed to this fact, while 27.9% were undecided. A lesser percentage (2.0%) of the respondents disagreed and strongly disagreed.

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Table 4
HRM Policies and Practices (N=297)

s/n	HRM Policies and Practices Variables	SA	A	U	D	SD
1	Recruitment and Selection (RS): the Telecommunication Company looks for employees, encourage them to apply, and selects them, aiming to harmonize people's values, interests, expectations, and competencies with the characteristics and demands of the position and the organization.	31 (10.4)	84 (28.3)	90 (30.3)	66 (22.2)	26 (8.8)
2	Involvement (I): The Telecommunication Company creates an effective bond with its employees, contributing to their well-being at work, in terms of acknowledgment, relationship, participation, and communication.	107 (36.0)	166 (55.9)	11 (3.7)	6 (2.0)	7 (2.4)
3	Training, Development & Education (TDE): The Telecommunication Company provides for employees' systematic competence acquisition and stimulates continuous learning and knowledge production	48 (16.2)	27 (9.1)	8 (2.7)	128 (43.1)	86 (29.0)
4	Work Conditions (WC): The Telecommunication Company provides employees with good work conditions in terms of benefits, health, safety, and technology.	61 (20.5)	59 (19.9)	83 (27.9)	68 (22.9)	26 (8.8)
5	Competency-Based Performance Appraisal (CBPA): The Telecommunication Company evaluates employee's performance and competence, supporting decisions about promotions, career planning, and development	54 (18.2)	84 (28.3)	89 (30.0)	63 (21.2)	7 (2.4)
6	Compensation and Rewards (CR): The Telecommunication Company reward employees' performance and competence via remuneration and incentives	89 (30.0)	113 (38.0)	83 (27.9)	6 (2.0)	6 (2.0)

Note: 1 = SA (strongly Agree), 2 = A (Agree), 3 = U (Undecided), 4 = D (disagree), 5 = SD (strongly disagree).
Source: Field survey data, 2017

Results of Hypotheses Testing

Hypothesis One: The t calculated values are significant for CBPA, CR, and WC because they are greater than the t tabulated value (1.98). CBPA, CR, and WC have t values of 4.96, 3.84 and 5.58, indicating significance at 5% error term. The F calculated value of 40.10 is greater than the F tabulated value (2.20) and shows significance between the dependent and independent variables. The null hypothesis was rejected and the alternative hypothesis (**H₁₁**) was accepted, which states that “*there is a significant relationship between clear laid down HRM policies, practices and employee satisfaction*”.

Table 5
HRM policies, practices and employee satisfaction

Inputs	coef.	std. err.	t	p > t	[95% coef. interval]
RS	-6842.415	5557.09	-1.23	0.231	-18338.13 4653.301
I	-10311.45	12328.06	-0.84	0.412	-35813.97 15191.08
TDE	-238.3646	2592.86	-0.09	0.928	-5602.105 5125.376
WC	-0.9826499	0.1980454	-4.96*	0.000	-1.392338 -0.5729619
CBPA	1.438069	0.3743953	3.84*	0.001	0.6635735 2.212565
CR	0.1788723	0.0320695	5.58*	0.000	0.1125314 0.2452132
_cons	111677.1	121235.2	0.92	0.367	-139117 362471.1

Note: dependent variable = employee satisfaction; * = significant 't' values; Number of obs = 30; F(6, 23) = 40.10; Prob> F = 0.0000; R-squared = 0.9128; Adj R-squared = 0.8900; Root MSE = 1.6e+05, Recruitment and Selection (RS), Involvement (I), Training, Development & Education (TDE), Work Conditions (WC), Competency-Based Performance Appraisal (CBPA), Compensation and Rewards (CR)
Source: STATA 8

Hypothesis Two: The t calculated values showed significant value, for Interest only CBPA because it is greater than the t-tabulated value (1.98). CBPA has t value of 2.75, indicating significance at 5% error term. The F calculated value is 3.15, which is greater than the F tabulated value (2.20) indicating significance between variables of hypothesis 1 (Table 6). The null hypothesis is rejected while the alternative hypothesis (**H1₂**) is accepted, which states that, “*there is a significant relationship between promotion policies and employee ability to meet the corporate target*”

Table 6
Appraisal, promotion policies and corporate target

Inputs	coef.	std. err.	t	p > t	[95% coef. interval]	
CBPA	0.1503645	0.0546637	2.75*	0.011	0.037284	0.263445
CR	0.00000152	0.00000368	0.04	0.968	-0.00000747	0.00000777
_cons	0.476741	1.19256	0.40	0.693	-1.990257	2.94374

Note: dependent variable = corporate target; * = significant ‘t’ values; Number of obs = 30; F(6, 23) = 3.15; Prob> F = 0.0211; R-squared = 0.4510; Adj R-squared = 0.30771; Root MSE = 1.5682, Competency-Based Performance Appraisal (CBPA), Compensation and Rewards (CR)

Source: STATA 8

Hypothesis Three: The t calculated values are significant for TDE & WC because they are greater than the t tabulated value (1.98). TDE & WC have t values of 2.32 and 2.41, indicating significance at 5% error term. The F calculated value of 13 is greater than the F tabulated value (2.20) and shows significance between the dependent and independent variables. The null hypothesis was rejected and the alternative hypothesis (**H1₃**) was accepted, which states that “*there is a significant relationship between training policy and employee satisfaction.*”

Table 7
Training policy and employee satisfaction

Inputs	coef.	std. err.	t	p > t	[95% coef. interval]	
TDE	0.2376345	0.7420265	2.32*	0.052	-1.297364	1.772633
WC	0.2206129	0.1560644	2.41*	0.071	-0.1022309	0.5434568
_cons	45.46273	7.297153	6.23	0.000	30.36742	60.55804

Note: dependent variable = employee satisfaction; * = significant ‘t’ values; Number of obs = 30; F(6, 23) = 13; Prob> F = 3.2700; R-squared = 0.2627; Adj R-squared = 0.0703; Root MSE = 9.5958, Training, Development & Education (TDE), Work Conditions (WC),

Source: STATA 8

Discussion

This study is in tandem with previous theoretical studies (Dessler, 2002; Bohlander & Snell, 2009; Mathis & Jackson, 2003). This study’s 6 HRM policies and practices items indeed have theoretical support, greatly corresponding to the literature review of each policy and practices. The issue of recruitment and selection policy is relevant to embrace both external and internal recruitment procedure; inclusive of selection process and performance (Dessler, 2002; Mathis & Jackson, 2003). HRM policies are also inclusive in this study. There are relevant items and processes necessary for recruiting and selecting professionals in organizations (Lievens & Chapman, 2010). Policy and its practices are relevant in legitimating employees’ actions and work habits in organizations (Dietz *et al.*, 2010). The environment is very crucial in employees change in job positions, and behavior (Bohlander & Snell, 2009). Employees are trained to be respectful and their well-being is taken care of (Muckinsky, 2004 & Siqueira, 2008)

Conclusion

GSM companies need strategic HRM in order to engage and allow employees to adhere to policies and practices. HRM though regarding policies and practices revolve around recruitment, selection, job placement, the environment of work, performance, productivity and satisfaction issues. GSM companies must emphasize the cordial relationship between employer and employees. The organizational policy spells out the ethics code of conduct, the dos, don’ts and constitution

of the GSM companies. This policy guideline determines employees' practices in terms of behavior, job placement, actions, and job execution. Cooperation between firm and employees is determined by the amount of respect both have for each other. HRM policy emphasizes that employees must keep to prescribed rules and regulations while the employer (GSM Companies) must satisfy their own end of the bargain by paying salaries promptly, making the job environment conducive, emphasizing on training and development of her staff. The result of this union between employees and employer brings about the achievement of organisational goals and objectives such as growth, productivity, performance, profit, etc.

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