

## EFFECT OF GLOBALISATION ON HUMAN RESOURCE MANAGEMENT IN NATIONAL CEREALS RESEARCH INSTITUTE (NCRI), BADDEGI

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### Abstract

*This study investigated "The Impact of Globalisation on Human Resource Management at National Grain Research Institute (NCRI), Badeggi". Descriptive survey research design was used in this study. The population of this study consisted of the entire staff of National Grain Research Institute, Badeggi and its head office which included 665 employees from all departments of the institute. Yamane Taro's (1967) method was used to calculate the sample size which came to 250. Stratified, purposive and simple random sampling technique was used in this study. Primary data from questionnaire administration was used to sample staff at the National Grains Research Institute (NCRI), Badeggi. Simple percentage and frequency tables were used to display the collected data while regression methods were applied using IBM SPSS version 22 statistical tools to enable the researcher to evaluate the variables of the research questions. The results of the study showed that globalization has had a significant impact on electronic and strategic human resource management at NCRI Badeggi. Thus, the study concluded that globalization has a significant impact on human resource management (HRM) in the Nigerian public sector. Thus, the study recommended that the National Grains Research Institute, Badeggi, needs to invest in human resource information systems to effectively manage its human resources. This includes software that can automate HR processes such as recruiting, on boarding, performance management, and payroll.*

**Keywords:** Globalisation, Human Resource, E-Electronic Human Resource, Strategic Human Resource

### INTRODUCTION

Globalisation drives the enhancement of economic, political, social, and cultural connections across borders. Its core objective is to harmonize political and socio-economic ideologies on a global scale. In recent years, we have seen an unprecedented level of interdependence among economies, largely driven by the rapid advancement of information and communication technologies. Both scholars and industry leaders recognise that globalisation has greatly intensified business competition. To thrive in this increasingly competitive environment, companies must bolster their competitive edge and devise sustainable, long-term strategies. Even with the widespread use of modern technology in business operations,

human resources remain the most flexible and valuable asset within any organization. What sets human resources apart is their ability to make discretionary decisions, offering a strategic advantage that passive resources like land, capital, and technology cannot provide.

In Nigeria, the human resource management (HRM) profession faces the challenge of adapting to growing competition for globally mobile talent, shifts in recruitment methods and workforce demographics, evolving employer-employee dynamics, and the rapid integration of HR technologies. Armstrong (2021) underscores the strong connection between competitiveness and effective HR management. To maintain a competitive edge through innovation, quality

improvement, and cost leadership, companies must establish solid talent management strategies. These strategies should focus on attracting and developing skilled employees, motivating and retaining top talent, and ensuring that employees' capabilities align with the company's overall goals.

However, the performance of many public organizations in Nigeria has remained inconsistent despite significant investments and past government reforms. Efforts to transform the civil service and other governmental institutions for effective performance have become a pressing concern for the government, as evidenced by past administrative, economic, and social reforms. The role of HRM in effective service delivery in Nigeria is crucial. Revamping the Nigerian Civil Service to provide effective public service requires more than the continuous formulation of reforms that are poorly implemented. It necessitates a complete change in attitudes, value systems, and the emergence of a new political order characterized by foresighted leadership and devoid of corruption and self-serving politics. Improving service delivery in an environment of inefficiency is futile (Adeyika, 2010). Consequently, numerous reforms have led to privatization, downsizing, and minimizing the public sector's role in national life.

In the global era, driven by knowledge and information, competitive advantage cannot be achieved in a vacuum. There is a need to prioritize the acquisition and use of knowledge and information. Adopting the best HR strategies and practices in the public sector is essential for ensuring a competitive position in the global economy. It is important to note that the ability to find and retain skilled workers is crucial for businesses entering foreign markets. Countries with low human capital tend to draw in low-skill, low-wage jobs, while nations with higher levels of human capital attract foreign direct investment (FDI), which often leads to the creation of highly skilled employment opportunities (Anyim et al., 2012). In Nigeria, efforts to enhance human capital have been evident, with some state governments implementing free education policies to improve educational access. At the national level, the federal government has significantly invested in the education sector, leading to rapid growth, especially with the increased number of tertiary

institutions, including those supported by private sector involvement.

Globalisation, while reshaping global changes in areas such as the military, education, communications, and entertainment will have a major impact on public sector human resource (HR) practices. organisations, including the National Cereals Research Institute (NCRI) Badeggi. This influence extends to staff recruitment, training, and deployment, leading to the adoption of electronic HRM (e-HRM), strategic HRM, and Green Human Resource Management practices. Consequently, employers must consider globalization's factors when managing their employees. Globalisation has profound implications for HRM practices in general. Some are under pressure to adopt transferable HRM practices that can be implemented worldwide. This force impacts the lives of people in every country, providing opportunities to develop new markets, improve employment opportunities and secure higher wages for qualified employees. But globalization also brings many challenges.

Globalisation adds an international dimension to human resource management, significantly impacting the international labor market, labor competition, recruitment, training, retraining, and engagement. The growing significance of information and communication technology (ICT) as a central driver of globalization has spurred organizations to actively adopt e-HRM, strategic e-HRM, and green HRM. With ICT transforming how businesses operate, companies are leveraging digital tools to enhance human resource management. As a result, this has become a global phenomenon, exposing local private and public organisations to global developments and trends in HRM. It is essential to recognize that HRM practices are influenced by factors beyond national boundaries. Therefore, organisational management must stay informed about global developments. Researchers should also investigate the effects of globalisation on HRM in their respective countries. This study examines how globalization affects HRM practices at NCRI Badeggi, with an attention on the significance of e-HRM and strategic HRM practices. Understanding these effects underscores the necessity of this research.

## LITERATURE REVIEW AND THEORETICAL FRAMEWORK

### Conceptual Review

Globalisation is referred to the integration and interdependence of economies, societies, and cultures around the world, facilitated by advances in technology, transportation, and communication. As Stiglitz (2018) notes, "Globalisation refers to the increasing interconnectedness of countries and people, driven by advances in transportation, communication, and technology." Similarly, Rodrik (2020) describes globalisation as "the phenomenon characterized by the increasing interconnectedness of the world's economies, societies, and cultures through advancements in transportation, communication, and technology." Globalisation has had a profound effect on the economic, cultural and political landscape of countries around the world. The International Monetary Fund (2021) highlights that globalisation has contributed to significant economic growth and improved living standards in many countries. However, it has also led to increased economic inequality and cultural homogenization. This dual impact underscores the complex and multifaceted nature of globalisation.

### Concept of Human Resource Management

Obadan (2017) highlights that human resource management (HRM), encompasses all processes related to recruiting and overseeing personnel within an organisation. This function includes a variety of policies and practices aimed at managing employees effectively. HRM plays a pivotal role in aligning organisational objectives with employee ambitions, ensuring productivity, motivation, and satisfaction. Dessler (2021) points out that HRM is about optimizing the workforce to achieve strategic organisational goals while meeting individual employee needs. Armstrong and Taylor (2020) expand on this by noting that HRM involves areas such as employee relations, compensation, and broader employee management. It also provides benefits like performance management, training, and development opportunities. The scope of HRM covers a wide array of tasks, including recruitment, training, performance evaluations, and administering compensation and benefits. Armstrong (2022) emphasises the strategic nature

of HRM, describing it as a consistent method for managing an organisation's most important asset: its people, who collectively contribute to achieving the organisation's goals.

### Electronic Human Resources Management

Bondaruk and Ruël (2019) describe electronic human resource management (E-HRM) as the integration of information technology, particularly web-based tools, to automate and enhance human resource functions, processes, and activities within organisations. Marler and Fisher (2023) further stress the strategic importance of e-HRM, explaining it as "the use of web-based technologies to not only carry out HR tasks but also leverage HR data and insights to support organisational objectives." According to Kavanagh and Johnson (2017), e-HRM enables the management of various HR functions through digital platforms, including recruitment, training, performance management, and employee engagement. Lepak and Snell (2017) highlight the potential benefits of e-HRM for organisations, such as boosting efficiency, lowering operational costs, and improving the management of HR data. By harnessing technology, e-HRM enhances HR operations and aligns these practices more closely with organisational goals, representing a key evolution in human resource management.

### Strategic Human Resources Management

The concept of strategic human resource management (SHRM) has undergone significant development since its inception. L'Orange and Vancil, in their 1977 book *Strategic Planning for Human Resource Management*, provided one of the earliest influential definitions, describing SHRM as "the linking of HRM with strategic goals and objectives to improve organisational performance and foster a culture of innovation and flexibility." Over time, scholars have broadened this understanding. For instance, Boxall and Purcell (2003), as cited by Armstrong (2019), characterised SHRM as a deliberate pattern of HR activities and resource allocations designed to help organizations meet their objectives. Guest (2017) similarly defines SHRM as the process of aligning HR practices with an organisation's strategic goals to enhance performance and gain a competitive edge. Schuler and Jackson (2019) emphasise that

SHRM is about ensuring that the HR function is aligned with the overall strategic aims of the organisation, thereby driving performance and securing a competitive advantage.

### **Theoretical Review**

The concept of globalisation has a solid theoretical basis. Here are three common models and approaches to globalisation:

**Liberal globalisation model:** This model emphasises the benefits of free trade, open markets, and the flow of goods, services, and capital across borders. As Smith (2019) notes, “The liberal model of globalisation is based on the idea that greater economic interdependence leads to increased prosperity for all.” This study uses the liberal model of globalization as a framework for understanding human resource management (HRM) in the Nigerian public sector. The liberal model emphasizes the free flow of goods, services, capital and labor across borders. This has significant implications for HRM in Nigeria, affecting the labor market, skills development and workforce diversity.

The liberal model of globalisation has significant implications for HRM in the Nigerian public sector. Organisations must adapt to the changing labor market, invest in skills development, embrace diversity and inclusion, adopt competitive recruitment and retention strategies, and carefully manage outsourcing and offshoring processes to ensure they do not negatively impact the organisation or its employees. By doing so, organisations can effectively manage their human resources and compete in the global market.

### **Empirical Review**

Nasir et al. (2023) explored how Green Supply Chain Management (GSCM) and Green Human Resource Management (GHRM) practices affect the sustainable performance of manufacturing companies in Pakistan. Utilizing the resource-based view theory, their study examined how GHRM and GSCM influence the social, environmental, and economic dimensions of sustainability, known as the triple bottom line. Data was gathered through random sampling from 212 companies across various sectors including chemicals, pharmaceuticals, automotive, textiles,

and food. The study uncovered several important insights: (1) GHRM positively influenced profitability across the triple bottom line; (2) GSCM acted as a mediator between GHRM and triple bottom line profitability, with internal GSCM having a stronger mediating effect compared to external GSCM. The findings offer valuable managerial insights and suggest practical recommendations for enhancing sustainability practices in organisations.

Dabić, Maley, Švarc, and Poček (2023) offered a comprehensive overview of four influential theoretical models to analyze the impact of digitalisation on the workplace. Their study critically reviewed literature across four distinct research areas, addressing both supportive and critical viewpoints on digital work. They identified two primary narratives concerning digitalisation: the utopian view, which highlights potential benefits such as increased efficiency and innovation, and the dystopian view, which focuses on challenges like job polarization, the rise of atypical employment, increased unemployment, and the expansion of platform work. Additionally, the study proposed strategies to address the negative consequences of digitalisation and suggested ways to cultivate the skills needed to thrive in an increasingly digital work environment.

Ahmed et al. (2022) explored how investments in green energy technologies, innovation, and trade globalisation contribute to enhancing green energy supply and advancing environmental sustainability in G7 nations. The study posits that public funding in renewable energy is crucial for boosting the production and availability of green energy. They investigated the effects of such public investments, alongside innovation, on the share of renewable energy and carbon dioxide emissions, considering the influence of trade globalisation. Their findings indicate that increased public investment and innovation are critical for enhancing renewable energy supply and reducing carbon emissions. The study also proposes strategies for G7 countries to align with Sustainable Development Goals (SDG-7, SDG-13, SDG-9) by transitioning to green energy and fostering innovation.

Kifordu (2021) examined how globalisation influences strategic human resource management (SHRM) in the telecommunications sector,



specifically analysing MTN and Glo. Through qualitative interviews with HR managers and employees, the study explored the adjustments these companies made to their HR policies in response to global market pressures. It revealed that globalisation necessitated significant changes in HR strategies: MTN opted for a more centralised approach, while Glo implemented a decentralized model. Both organisations encountered difficulties in balancing global and local requirements, attracting international talent, and managing cultural diversity. The study underscores the need for HR policies to be flexible and responsive to the global market's evolving demands.

In a related vein, Ananthan (2019) investigated the broader impact of globalisation on human resource management (HRM), focusing on workforce dynamics at both regional and international levels. The study highlighted key drivers of workforce globalisation, such as technological, economic, political, and cultural shifts. It noted the challenges HRM faces in the global context and the advantages of Human Resource Information Systems (HRIS). Ananthan concluded that multinational companies must adapt their HR practices to align with global labor market conditions to effectively attract and retain top talent. The report also emphasised that strategic planning for staffing, particularly for highly skilled roles, provides a competitive edge. Additionally, the study explored how multinational companies operate in Arab countries, noting challenges related to technology transfer and administrative development.

### **Research Gaps**

The empirical reviews indicate a significant body of research addressing globalisation and its relationship with variables such as economic growth, economic performance, and human resource management (HRM). However, there appears to be a notable gap in empirical studies specifically focusing on globalisation and HRM, particularly within the public sector. To date, research in this area is sparse, with the only notable study in the public sector being conducted in Egypt, which does not target any specific segment within the public sector. The most comprehensive study available was conducted on Glo and MTN approximately fifteen years ago. Given the rapid

evolution of globalisation and its implications for various sectors, including HRM, there is a pressing need for updated research. While some studies have been conducted in advanced economies and others in developing countries outside Nigeria, there remains a lack of empirical investigation into the impact of globalisation on specific HRM practices within Nigeria.

Furthermore, existing research has not thoroughly explored the extent to which globalisation influences electronic HRM practices, the degree of globalisation's impact on strategic HRM practices, or the consequences of globalisation on green human resource management. This identified gap in the literature is significant and highlights the need for research to address these aspects, particularly within the Nigerian context. The aim of this study is to address this gap by investigating how globalisation impacts these HRM practices and its impact on Nigerian organisations.

### **METHODOLOGY**

This study employed a descriptive survey research design to explore how globalisation affects human resource management (HRM) practices. By utilizing a descriptive approach, the study provided a comprehensive overview of the relationships between the dependent variables—electronic HRM and strategic HRM—and the independent variable of globalization. Additionally, the research incorporated an explanatory approach to clarify how globalisation influences HRM practices at the National Cereals Research Institute. This was achieved by identifying and analyzing various HRM practices within the institution. The study is primarily qualitative, utilizing primary data to craft questions related to the variables of interest, which were used as indicators for the research. Although the research concentrated on a limited number of departments within the organisation, these were chosen to represent the larger population. The sample size was determined based on the formula proposed by Taro Yamane (1967), ensuring a statistically sound approach to capturing the relevant data.

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

Where:

**n** = Computed size

**N** = Population is 665

**e** = The acceptable sampling error of 5% is assumed

Thus:

$$n = \frac{665}{1 + 665(0.05)^2} = \frac{665}{1 + 665(0.0025)}$$

$$n = \frac{665}{1 + 1.6625} = \frac{665}{2.6625}$$

$$n \approx 250$$

For this study, a sample size of approximately 250 respondents from the Human Resource Department of the National Cereals Research Institute was utilised. A combination of stratified, purposive and simple random sampling was used in this study. To ensure a comprehensive representation of the entire organisation, stratified sampling techniques were used to categorise respondents into their respective departments. To increase the reliability and value of the results, all staff at the institute headquarters participated in the study. To ensure that all employees had an equal and fair opportunity to participate, simple random sampling was used. This technique minimised potential bias by distributing questionnaire to employees randomly encountered within their departments. Primary data was collected using a closed questionnaire with a five-point Likert scale. This approach ensured that the responses were quantifiable and systematically analysed. Data analysis was conducted using sample percentage statistical tools to assess respondents' characteristics. The collected data were categorised, coded, computerised, and tabulated. Then, IBM SPSS Statistics version 22 was used to perform regression analysis, interpret the results, and draw meaningful conclusions.

### Model Specification

The relationship among the study variables is captured as follows:

Globalization (GLOi) -

Human Resource Management (HRM<sub>d</sub>) -

Electronic HRM Practice (eHRM)

Strategic HRM Practice (SHRM)

Empirical Models:

Model 1:

$$eHRM_{di} = \alpha_0 + \beta_1 (Gloi) + e_i$$

Model 2:

$$SHRM_{si} = \alpha_0 + \beta_1 (Gloi) + e_i$$

Where  $\alpha$  = Intercept

$\beta_1, \beta_2, \beta_3$  &  $\beta_4$  are coefficient of the independent variables

$e_i$  – Error Term, Stochastic Variable.

The validity of this study was ensured through the research questions, which were tested via a pilot study. This pilot test assessed the accuracy and relevance of the study's instruments and questions. To ensure the reliability of the study, the researchers used responses from staff interviews in conjunction with supporting literature. Modifications were made to improve the understanding of how globalisation affects Human Resource Management (HRM) within the Nigerian public sector, with a specific focus on the National Grains Institute, Badeggi. To further establish reliability, a pilot study was conducted using Cronbach's Alpha to evaluate the consistency of responses. This pilot test involved administering the questionnaire to a test group of 20 respondents who were carefully selected from the National Grains Institute, Badeggi. The Cronbach's Alpha values obtained were all above the acceptable threshold of 0.6, as recommended by Hair, Black, Babin, and Anderson (2010) and Nunnally (1978). Specifically, the results were .79 for globalisation, .77 for electronic HRM, and 0.71 for strategic HRM. These results confirm that the research instruments were reliable and appropriate for the study.

## RESULTS AND DISCUSSIONS

This section presents and analyses data collected from 225 completed questionnaire out of the 250 administered to respondents in the Human Resource Department of the National Cereals Research Institute, Badeggi-Bida. The analysis of this data includes hypothesis testing, utilising the SPSS statistical tool. Regression analysis was performed to test the hypotheses and determine the relationships between globalisation and HRM practices. The findings from these analyses are discussed in detail to provide insights into the impact of globalisation on electronic HRM, strategic HRM, and other relevant HRM practices within the Institute.

### Test of Hypothesis using Regression Analysis Techniques

By utilizing regression analysis through the SPSS statistical package, one gains a deeper understanding of how independent variables influence changes in the dependent variable. This approach not only provides the coefficient of determination ( $R^2$ ), which quantifies the extent of this relationship, but also reveals additional important metrics such as the T-statistic, p-value, F-statistic, standard error, and Durbin-Watson (DW) value. These values serve distinct purposes in evaluating the significance of the independent

variable—such as globalization—on various dependent variables like electronic human resource management, strategic human resource management, and green human resource management. The T-statistic, p-value, and F-statistic help determine whether the independent variable significantly influences the dependent variable. In this particular analysis, a 5% (0.05) significance level is used, which is a common threshold in statistical studies. If the p-value exceeds 0.05, the null hypothesis is accepted, implying that no significant relationship exists between the independent and dependent variables. Conversely, a p-value below 0.05 indicates a statistically significant or positive relationship, leading to the rejection of the null hypothesis. The Durbin-Watson statistic, ranging from 0 to 4, measures autocorrelation in the data. A DW value near 2 indicates no autocorrelation, which suggests that the data points are independent of each other—a positive sign for data quality. If the DW value approaches 0, it signals positive autocorrelation, meaning data points are closely related, while values closer to 4 indicate negative autocorrelation, where data points move in opposite directions. These insights from the Durbin-Watson statistic are crucial because they reflect not only the patterns within the data but also the reliability of the study's outcomes. A well-collected data set, with minimal autocorrelation, is essential for ensuring accurate and credible results.

### Hypothesis One

**H<sub>01</sub>:** Globalisation has no significant influence on electronic HRM practice in NCRI Badeggi

$$E - HRM = \alpha + \beta(GLOi) + \varepsilon_i \dots\dots\dots 1$$

**Table 4.2.1: Table for test of Hypothesis One (H<sub>01</sub>)**

**Coefficients<sup>a</sup>**

Model	Unstandardised Coefficients		Standardised Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	.926	.048		19.486	.000
GLOi	.478	.021	.522	22.443	.000

a. Dependent Variable: E-HRM

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.522 <sup>a</sup>	.272	.271	.88306	.071

a. Predictors: (Constant), GLOi

b. Dependent Variable: E-HRM

#### ANOVA<sup>a</sup>

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	392.778	1	392.778	503.688	.000 <sup>b</sup>
	Residual	1051.175	1348	.780		
	Total	1443.953	1349			

a. Dependent Variable: E-HRM

b. Predictors: (Constant), GLOi

Source: Data output using SPSS, 2023

#### From equation 1

$$E - HRM = \alpha + \beta(GLOi) + \varepsilon_i \dots\dots\dots 1$$

$$E - HRM = 0.926 + 0.478(GLOi)$$

#### Result Interpretation

The model for the influence of Globalisation on electronic HRM practice in NCRI Badeggi is  $E - HRM = 0.926 + 0.478(GLOi)$ . The analysis demonstrated that electronic human resource management (e-HRM) increases by 47.8% for every 1% rise in globalisation. The corresponding p-value of 0.000, significantly below the 5% threshold (0.05), indicates a strong statistical significance. As the p-value falls below this threshold, the null hypothesis is rejected, confirming a meaningful linear relationship between globalisation and e-HRM. This finding supports the argument that globalisation has a significant impact on e-HRM practices at NCRI Badeggi. Moreover, the coefficient of

determination ( $R^2$ ) was calculated at 0.272, indicating that 27.2% of the variation in e-HRM can be attributed to globalisation. This means that other factors, accounting for the remaining 72.8%, contribute to changes in e-HRM but were not captured in the current regression model. These factors could be explored in further research to provide a more comprehensive understanding of what influences e-HRM. The Durbin-Watson (DW) statistic, reported at 0.071, falls within the range of 0.000 to 0.999, suggesting the presence of positive autocorrelation. A DW value close to 0 typically reflects a positive relationship between data points over time. In this context, the low DW value indicates that the data used in this study maintains a high level of quality, reinforcing the reliability of the findings

#### Hypothesis Two



**H<sub>02</sub>:** Globalisation has no significant impact on strategic HRM practice in NCRI Badeggi

$$SHRM = \alpha + \beta(GLOi) + \varepsilon_i \dots\dots\dots 2$$

**Table 4.2.2: Table of Test of Hypothesis Two (H<sub>02</sub>)**

**Coefficients<sup>a</sup>**

Model	Unstandardised Coefficients		Standardised Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	.394	.035		11.251	.000
GLOi	.886	.016	.838	56.445	.000

a. Dependent Variable: SHRM.

b. **Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.838 <sup>a</sup>	.703	.702	.65011	.104

a. Predictors: (Constant), GLOi

b. Dependent Variable: SHRM

**ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1346.559	1	1346.559	3186.008	.000 <sup>b</sup>
	Residual	569.729	1348	.423		
	Total	1916.288	1349			

a. Dependent Variable: SHRM

b. Predictors: (Constant), GLOi

**Source:** Data output using SPSS, 2023

**From equation 2**

$$SHRM = \alpha + \beta(GLOi) + \varepsilon_i \dots\dots\dots 2$$

$$SHRM = 0.394 + 0.886(GLOi)$$

## RESULT INTERPRETATION

The model for the impact of Globalisation on strategic HRM practice in NCRI Badeggi is given

as  $SHRM = 0.394 + 0.886(GLOi)$ . The analysis revealed that strategic human resource management (SHRM) increases by 88.6% for

every 1% rise in globalisation. The corresponding p-value of 0.000, which is below the 5% significance threshold (0.05), strongly indicates statistical significance. As a result, the null hypothesis is rejected, confirming a significant linear relationship between globalisation and SHRM. This suggests that globalisation plays a crucial role in shaping the strategic HRM practices at NCRI Badeggi. Additionally, the coefficient of determination ( $R^2$ ) was found to be 0.702, indicating that 70.2% of the changes in SHRM can be attributed to globalisation. The remaining 29.8% can be explained by other factors not included in the regression model. Identifying these factors could offer a more holistic understanding of the variables influencing SHRM. This finding points to the importance of considering other influences beyond globalisation when evaluating strategic HRM practices. The Durbin-Watson (DW) statistic, reported at 0.104, falls within the range of 0.000 to 0.999, suggesting positive autocorrelation within the data. This indicates that successive data points are closely related, which can influence the overall interpretation of the results. The fact that the DW value is close to 0 suggests strong positive autocorrelation, reflecting the consistent quality of the data collected for the study.

### **Discussion of Findings**

In line with the hypothesis testing and significant results, the following results were obtained:

Hypothesis 1 (H01) revealed that there is a significant effect between globalisation and electronic HRM. Furthermore, the results revealed that for every 1% increase in globalisation, electronic HRM increases by 47.8%. It was also found that there is a positive autocorrelation and the data collected for the study is of high quality and relevant. The findings revealed that 27.2% of the variation in e-HRM can be attributed to globalisation, while the remaining 72.8% is influenced by other variables not included in the current regression model. This demonstrates that while globalization significantly impacts e-HRM practices at NCRI Badeggi, other factors are also at play. These results align with similar studies, such as that of Naseer, Song, Adu-Gyamfi, Abbass, and Naseer (2023), which found that internal green supply chain management within a

globalized context fosters green talent management practices and supports sustainable performance.

Furthermore, this conclusion resonates with the work of Dabić, Maley, Švarc, and Poček (2023), which discussed two divergent narratives emerging from workplace digitalisation—one portraying a utopian vision and the other highlighting a dystopian outlook. The parallels between these studies suggest that both globalisation and digitalization play pivotal roles in shaping modern HR practices, including e-HRM. However, the complexity of these influences implies the need for further research to uncover the variables that account for the remaining unexplained variance.

Hypothesis 2 (H02) showed a significant positive relationship between globalisation and strategic talent management. The analysis revealed that strategic human resource management (SHRM) increases by 88.6% for every 1% increase in globalisation. Additionally, 70.2% of the variation in SHRM was explained by globalisation, leaving 29.8% attributed to other variables not included in the regression model. The presence of positive autocorrelation, coupled with high-quality data, further validated the reliability of the findings. This evidence suggests that globalisation substantially influences the strategic HRM practices at NCRI Badeggi. These results align with Kifordu's (2021) research on the telecommunications industry, where globalisation was shown to significantly impact the strategic HRM practices of companies like MTN and Glo. Similarly, Ananthan (2019) found that globalisation plays a critical role in shaping HR management in global organisations, supporting the current findings. However, this study's outcomes contrast with those of Ahmed, Ahmad, Murshed, Shah, Mahmood, and Abbas (2022), who explored the influence of globalisation on green energy initiatives, technological innovation, and environmental sustainability in G7 countries. Their study focused more on the intersection of globalisation, technological investments, and green energy supply, diverging from the human resource management focus seen here.

In conclusion, this study confirmed a significant relationship between globalisation, as the

independent variable, and the dependent variable "human resource management," along with its subcategories: e-human resource management, strategic human resource management, and green human resource management. Through regression analysis, the findings highlighted that globalisation has a measurable impact on each of these HRM aspects. Furthermore, the presence of positive autocorrelation indicated consistency in the data, and the overall quality of the data collected was high, ensuring the reliability and relevance of the results. This reinforces the importance of considering globalisation as a key factor influencing modern HR practices.

### **Conclusions and Recommendations**

Based on the findings, it is clear that globalisation has significantly influenced human resource management (HRM) in the Nigerian public sector. The unrestricted flow of goods, services, capital, and labor across borders has intensified competition for talent and heightened the emphasis on diversity and inclusion within the workforce. This has led to the adoption of innovative HRM practices to stay competitive.

The first hypothesis revealed that globalisation has had a substantial impact on electronic human resource management (e-HRM). E-HRM, which leverages information technology to automate and streamline HR functions, includes tools such as human resource information systems, talent management platforms, online recruitment systems, and e-learning resources. The primary goal of e-HRM is to enhance both the efficiency and effectiveness of HR operations. By using web-based technologies to integrate HR activities, e-HRM helps organisations reduce costs and improve service quality for employees, ultimately supporting more streamlined and agile HR processes.

The second hypothesis confirmed that globalisation significantly affects strategic human resource management (SHRM). SHRM aligns HRM with an organisation's strategic objectives, enhancing performance and fostering a culture of innovation and adaptability. SHRM's primary focus is on optimising human capital to achieve organisational success, which involves attracting, and retaining top talent, developing employees'

skills, and ensuring diversity and inclusion. Additionally, SHRM plays a critical role in ensuring that organizations comply with legal and ethical standards, further strengthening the overall effectiveness and sustainability of the organisation. These insights underscore the transformative role of globalisation in shaping modern HR practices, particularly in the Nigerian public sector, where adapting to global trends in e-HRM and SHRM is essential for maintaining competitiveness and fostering innovation. Based on the findings and conclusion of the study, the following recommendations were made:

- i. The National Cereals Research Institute, Badeggi should invest in HR information systems to manage its human resources effectively. This includes software that can automate HR processes like recruiting, onboarding, performance management, payroll, etc. Companies should also consider adopting cloud-based HR systems, which can offer greater flexibility and scalability.
- ii. The NCRI Badeggi should develop a global mindset among its HR staff. This involves understanding the cultural, legal, and business norms of different countries and regions and developing strategies to manage human resources across borders. The organization should also invest in cross-cultural training programs to help HR staff work effectively in a global environment.

### **Limitations**

The lack of standardised HRM practices and policies across various locations and departments complicates the comparison and generalisation of research findings related to HRM at the National Cereals Research Institute. Additionally, the intricate and evolving nature of globalisation poses challenges in accurately measuring its impact on HRM within the organisation. Globalisation, driven by a myriad of economic, political, social, and technological factors, interacts in complex ways that influence HRM practices. Despite these challenges, the researcher ensured that the data collected were utilised judiciously and without bias, offering valuable insights for policymakers and practitioners.

### Suggestions for Further Studies

Future research may explore how cultural values influence the adoption and implementation of strategic human resource management (SHRM) practices in different contexts. Such research may shed light on cultural factors that influence the integration of sustainable HR practices in different organisations and countries. Furthermore, examining the role of green human resource management (GHRM) may increase our understanding of how human resource management practices affect sustainability and organisational performance, providing practical insights for organisations that want to effectively implement sustainable practices.

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