



Relationship between human resource planning policies and employee performance: A case study in total Uganda limited



 Abdikarim Hassan Khailey¹

 Bashir Abdullahi Ibrahim²⁺

¹Faculty of Management Science, SIMAD University, Somalia.

Email: khailow330@gmail.com

²Faculty of Management Studies, Islamic University in Uganda, Uganda.

Email: baashicabdalla@gmail.com



(+ Corresponding author)

ABSTRACT

Article History

Received: 12 February 2024

Revised: 17 December 2024

Accepted: 2 January 2025

Published: 20 January 2025

Keywords

Employee performance
HR manual reviews
Human resource planning policies
Policy review
Procedural policies
Total Uganda limited.

This research aims to investigate the relationship between personnel performance and HR planning procedures. Qualitative and quantitative research methods were adopted using secondary and primary sources. A descriptive research design was used. A total of 141 branch employees were targeted but 104 were sampled randomly. A survey questionnaire and interview guides were used to collect data and the Statistical Package for Social Sciences and content analysis were used for analysis. The presentation was in tables and prose form. The findings were that surveys and interviews yield results in the same format because dissemination of HR policies is important to employee effectiveness. It was established that employee performance is an avenue for increasing performance. Total Uganda and other organizations employing human resource planning can employ HR planning to enable them to arrive at the performance. Similarly, employee performance is a way to improve performance. The study contributes to the literature by evaluating the human resource planning policies affecting employee performance at Total Uganda Limited. This study holds significant practical implications for organizations, particularly those navigating dynamic and competitive environments like Total Uganda Limited. Therefore, organizations like Total Uganda Limited should prioritize and promote workforce planning.

Contribution/ Originality: This study focused on the relationship between human resource planning and employee performance using a case study that was cross-sectional survey in nature. This study has important practical implications for organizations operating in a dynamic and competitive situation.

1. INTRODUCTION

Human resource management is a common requirement for the growth and survival of all organizations, especially those in the 20th century which often face unhealthy competition in the global marketplace [1]. However, this study focuses on the human resource planning policies and employee performance of Total Uganda Limited. This has an overall impact on the productivity of employees in Ugandan organizations as employee performance continues to decline. Employee productivity plays an important role in organizational effectiveness. At first, this is something the person accepts or does not act on. Employee performance includes production standards, efficiency, attendance, on-time production, compliance, etc [2]. Organizations are increasingly recognizing the power of human resources who are considered valuable to the organization and recognize the benefits of staying ahead of competitors through their contributions to the organization [3]. Human resource management reflects policies aimed at increasing organizational integration, employee participation, flexibility, and quality of work [4].

Human resource (HR) management policy is one of several approaches to employment management that uses a combination of structure, culture and human resources practices to seek to achieve competitive advantage through strategic implementation and employee engagement [5]. It is difficult for formal organizations to function without formal rules to manage people. These rules of engagement are general rules that plan how management will manage employees and explain the duties expected of employees [6]. These guidelines include HR strategies and policies as well as other guidelines that may be included in circulars, office memos, codes of conduct, and standing work instructions [7]. Policies indirectly reflect the organization's vision and mission. Alternatively, it can be clearly stated in the strategic human resources plan [8].

HR management practices include basic principles for effectively and efficiently utilizing human resources to achieve best practices [7]. Therefore, if an organization wants to stand the test of time in a competitive environment, it must have a realistic human resources planning and utilization system that motivates and inspires all staff to achieve the organization's goals [7]. HR policies are needed. This is because this world is actually run by people (human resources). Therefore, efforts should be made through human resource management policies or principles to improve the viability of the organization [7]. However, the HR policies developed are designed to ensure a peaceful and beneficial employment relationship for employees taking into account employment standards, privacy laws, occupational health and safety, human rights and workers' compensation [7].

Uganda's oil and gas reserves have recently been discovered and the minerals have not yet been exploited but the Ugandan government has contracted international private oil companies such as Total Uganda Limited to explore and produce oil and gas on behalf of the country. Although the performance of these companies is very good, the data on the efficiency level is unclear [9]. Employee productivity remains a human problem in Uganda's oil and gas industry and the ability of organizations to measure employee productivity is limited. Employee productivity in Uganda is constrained by flexible initiatives limited to compensation, planning and effective human resource management to effectively improve employee productivity.

According to Murcia and Cuevas [9] the elements of employee performance in oil and gas companies are standard productivity, creativity and innovation, and employees' work schedules. Total Uganda Limited states that employee productivity is measured by average performance of 60%, creativity and innovation 70% and working time 60% and therefore the employee performance mechanism is an indicator of limitations in employee productivity [10]. Differences in employee productivity remain a challenge for organizations as differences in organizational readiness impact organizational performance.

Human resource planning is one of the defining characteristics of organizational effectiveness, and organizations that use human resource planning rarely experience limitations in employee productivity. According to Jacobson [11] workforce planning is a fundamental human resource management process that ensures that the right people are in the right place at the right time to meet current and future workforce needs. Total Uganda's efforts focus on improving employee productivity through timely analysis of labor demand, job supply and human resources policies while workforce planning is important to improve workforce flexibility and employee productivity. If this measure is intended to improve employee productivity, it remains a challenge for Total Uganda Limited.

Organizations such as the oil and gas industry must work with their employees to achieve their specific goals and objectives. Employees must be creative and achieve higher levels of productivity and work quality in a timely manner to meet the basic needs of the organization [12]. All employees in Uganda are expected to meet deadlines, improve quality and improve production or hours to improve employee performance in the organization. Organizations are expected to have effective and efficient employees who can improve the functioning of the organization, provide quality services and make reasonable efforts to satisfy people [13]. At Total Uganda Limited, unsatisfactory performance is associated with absenteeism regardless of the expected performance of employees. For example, from 2010 to 2018, absenteeism increased from 25% to 40%, limiting creativity, delaying and

frustrating increased daily productivity and reducing average employee performance. In 2019, it was reduced by 10% [14].

The current state of employees' working conditions is such that absenteeism endangers the existence of Total Uganda Limited and is likely to affect the organization's performance in terms of sales, revenue and production and pose a serious threat to its security. The management of Total Uganda Limited revised procedural guidelines, policies and HR manuals even though employee productivity remained low to address the problem of employee productivity in the organization. We are working on political planning. Total Uganda Limited is conducting a study on the relationship between human resource planning policies and employee performance since productivity can be improved through human resource planning policies. The study reviewed literature from the study on human resource planning and employee performance in the organizations, some of the reviews provided are as follows: Carnevale et al. [15] cited gaps in the first approach which was the Bureau of Labor Statistics' long-term projection of labor demand growth by occupation and the second approach which was short-term projections and the outstanding gap was that these two approaches often experience long lag times. Kelly et al. [16] noted that this was becoming increasingly prevalent. The study literature reviewed falls short of the requirements for the study as a main aspect of the study reviewed was done outside the Ugandan environment presenting the geographical gap and finally the theoretical aspects of the study of demand, labor and human resource planning policies that are not addressed in the study. This created the need for the present study. The status of the human resource planning under the review is not the oil and gas companies as oil and gas companies could present different status regarding Human Resource Planning (HRP) and employee performance. The study will fill the geographical, time, theoretical and methodological gaps that the reviews in this literature fail to attain in the studies reviewed above. Thus, the present study aimed at providing answers to the following research question: What is the relationship between human resource planning policies and employee performance at Total Uganda Limited? The rest of the paper is structured into a literature review, methodology, results as well as a conclusion and recommendations.

2. EVALUATION OF RELATED LITERATURE REVIEW

2.1. Overview of Human Resource Planning Policies

Most organizations recognize that a company's human resources are valuable and can be a unique source of competitive advantage. Most companies pay a high price for organizational effectiveness when they ignore the basics of effective workforce planning [17].

The planning defines the goals and objectives of the organization and how the available resources will be used within the framework of the strategy required to achieve the goals and objectives of the organization. Planning provides answers to the "what, who, when, how" questions and their relationship to organizational activities [17]. Although it is relevant, human resource planning is the process of determining an organization's current and future human resources to achieve its goals.

Human resource planning can be defined as a strategic process integrated into the personnel management system that aims to acquire, use, motivate and improve the organization's human resources. Recruitment and selection is an activity related to recruitment. The person is truly committed to the work, the department, the field, etc. [17]. Training and continuous improvement are at the forefront and are therefore used as real tools to improve the human resources of the organization. Salaries and rewards mainly help to motivate and retain existing employees [18].

These characteristics indicate that human resource planning is visionary and far-sighted. In this sense, workforce planning is an expedient mental activity promotion [19]. Human resource management can also be seen as a result of the need for skills that are limited in most cases as well as the apparent complexity of the knowledge required. Therefore, human resource planning is subject to change promotion [19]. Therefore, human resource management usually involves caring for the welfare of employees and empowering them through advice, guidance

and training to develop their determination to achieve potential goals and the goals of the organization [19]. However, this cannot be achieved without workforce planning.

2.2. Fundamentals of Theories Research

Consider the below theories that anchored this study:

2.2.1. Social Change Theory

The proponent of this theory was Homans [20] and its key argument is that perceptions of fair treatment among employees result in feelings of reciprocation among the same employees in an organization. Typically, employees and employers form relationships that they view as mutually beneficial [21]. Initially, this is intentional on both sides. Parties agree on terms of payment such that the way one party behaves is compensated by another party through this interaction [22]. Therefore, both parties are trying to reach a fair agreement. The key elements of this theory were further expounded by Homans [20] which include costs, reward value as well as rewards in general. It was emphasized that varied values are attached to rewards according to individuals and that there exist variations in the importance that each party attaches to rewards.

As per this theory, benefit and cost values are often variables that depend on employee needs. Identify the source of communication between employer and employee. The key limitation of this theory is that it fails to provide an explanation of the importance of collective actions because it focuses on satisfying individual needs [23]. It also provides simplification of human relations by explaining them through rewards, costs, and benefits, thus eliminating other important factors that may influence interactions. The value of rewards is hard to measure because rewards vary from person to person and everyone understands rewards differently.

2.2.2. Kinds of Personnel Policies

Personnel policies fall into two categories: particular and generic [24]. General rules define how a business performs its responsibility to its employees, including policies on work-life balance, working environment, and justice. On the other hand, there are policies that address diversity, health, and safety. It covers specific human resource-related issues such as training and development policies. Armstrong [24] noted that this policy represents the organization's learning mindset. According to Kenny [25] this is critical since it advises managers and supervisors on how to design and implement effective training programs. According to Swart et al. [26] education helps to bridge skill gaps and diminish performance gaps. One can bridge this gap through the implementation of relevant policies on training that can help in the development of specific competencies and skills among employees of an organization. Mullins [27] noted that the effectiveness of education content is informed by its importance and necessity.

2.2.3. Employee Performance

A performance management method establishes the foundation for rewarding achievement by linking individual employee accomplishments with the business's vision and objectives as well as making both the person and the organization understand the value of a certain job in achieving results [28]. Employee performance is judged in terms of standard production, creativity, innovation and working hours. Employee creativity refers to the extent to which firm employees produce novel ideas and solutions to problems. According to McKenna and Beech [29] standard output refers to the amount of work that employees must complete within a specific time frame. Finally, time of work refers to the number of hours that employees spend at the workplace on a daily, monthly or yearly basis and is a determinant of the amount of output [12].

2.2.4. Procedural Policy

The procedural policy codifies the basic meeting minutes contained in Robert's Rules of Order and simplifies many procedures used in smaller organizations. The use of procedural policies replaces Robert's rules of order in terms of the elements they apply. However, if the procedural policy does not resolve the issue, the provisions of the Robert Rules will remain in effect [30].

2.2.5. Policy Review

Human resource management policies must guide the organization by supporting its mission, values, strategic direction and operations. They must also be kept updated and reflect changes in legislation, employee expectations and current and relevant human resources practices [31].

2.2.6. HR Manual Reviews

The following steps should be taken to review human resources policies and procedures manual reviews: conduct an audit of human resources policies, conduct competitive research on human resources policies, form a human resources policy development committee, collaborate, work with managers together and implement this in the training of new employees [32].

2.3. Measure Employee Performance

Two components are critical to measure the performance of employees' tasks and situations. Task performance can generally be viewed in terms of problem-solving ability, task quality and the level and degree of efficiency of operations [33]. Productivity occurs when employees use resources efficiently, work profitably, make the most of their work time, complete tasks on time, and consistently work at high volumes. Judgment includes the employee's ability to make critical decisions in the midst of chaos, accuracy in problem analysis, and the ability to make effective decisions in the face of important challenges. Ahuja et al. [34] noted that this can be measured in efficiency, productivity, employee effectiveness and quality of work. Effectiveness is the ability to rely on resources to achieve goals as well as the ability to do the right things [35]. Efficiency is about working on the right things to avoid wastage of resources. It is the maintenance of a satisfactory relationship between the incurred costs and derived benefits from a given undertaking. Productivity is the production of goods and services that employees can obtain from certain inputs [36]. Profit is understood to be the economic benefit or economic benefit obtained through the exercise of economic activities.

2.4. HR Planning Policies and Employee Performance

Human resource planning policies are collection of procedures that are aimed at enhancing the ability of the firm to integrate and drive commitment at the employee level to boost the quality of their work [37]. Three key aspects are covered under human resource management are planning, monitoring and compensation. Planning from the Human Resource Management (HRM) perspective entails establishment of the goals and objectives of the firm. Appreciating a well-performed job is critical in a firm since it creates a state of motivation among employees that ultimately leads to increased productivity and realization of the goals. HR policies contribute towards an improvement in behavior and attitude levels of employees in an organization. It also reduces the rate of absenteeism as well as labor turnover while increasing the rate of productivity and customer service quality [38].

For effectiveness, there must be similarity and cohesion in the policies adopted between various firms in a given industry [39]. Putting in place clear and elaborate HR policies can elicit employee behavior that is well-aligned with other strategies in other firms. Kramar and Syed [40] provided the relationship between the hard work of employees and the incentives they receive. Incentives in terms of money are the most efficient tools that firms can leverage to motivate their labor force. Whenever employees undergo promotion at their place of work, much of the

excitement is because of the possibility of an increment in salaries that comes with the new and higher job rank acquired. These views are consistent with Kelly et al. [41] who observed that although there are many strategies and mechanisms that firms can use to motivate their workers, providing competitive remuneration in terms of salaries is the most efficient and effective one.

2.5. Conceptual Framework

The conceptual framework above shows human resource planning policies as the independent variable and employee performance as the dependent variable. It states that once human resource planning policies are done through analyzing present procedural policy, policy review and human resource (HR) manual reviews, this will cause a positive or negative effect on employee performance indicated by the standard of output, creativity and time of work or production. The study determines to measure the relationship between human resource planning policies and employee performance at Total Uganda Limited, industrial area, Kampala.

Figure 1 is the conceptual framework that underpinned this study.

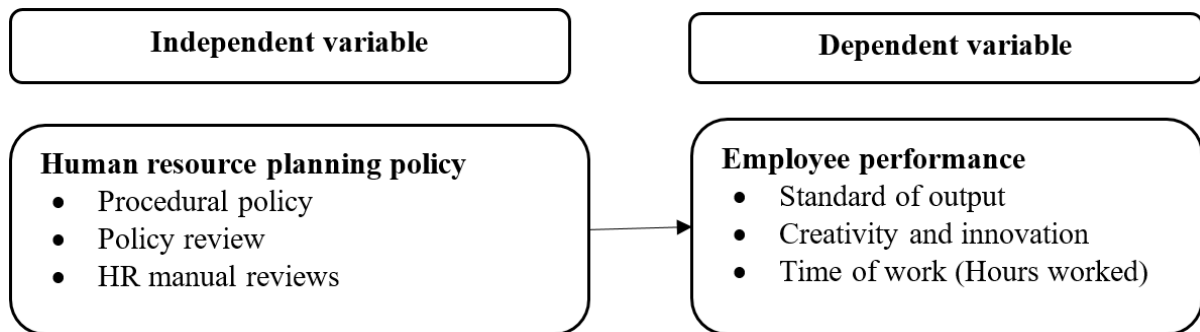


Figure 1. Conceptual framework.

Source: Developed by researchers, 2024.

3. RESEARCH METHODOLOGY

3.1. Research Design

Qualitative and quantitative research approaches were used because this study aims at describing employee conduct and employee performance in detail using information from both secondary and primary data sources. A descriptive research design was used because it necessitates gathering data from a wide range of respondents on the human resource planning and employee performance at Total Uganda Limited, Industrial Area, Kampala.

3.2. Target Population, Sample Size and Sample Design

The study targeted 141 employees working at this branch. However, the sample size was 104 respondents and included the employees (administrators and managers operations staff, and support staff) by use of Slovene formula. In this study, every category of respondent was sampled and the sample was selected according to population. Therefore, managers were selected using a purposive sampling technique since those with information on HR planning and employee performance. Operations and support staff were selected using simple random sampling. The sample size was determined as follows:

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

n = Respondents.

N = Entire population.

e = Level of significance i.e., 5% or 0.05

$$\begin{aligned}
 \text{Therefore, sample size (n)} &= 141 \div (1 + 141(0.0025)) \\
 &= 141 \div (1+0.3525) \\
 &= 141 \div 1.3525 \\
 n &= 104 \text{ respondents}
 \end{aligned}$$

3.3. Data Collection

The study used both questionnaires and interviews as the main sources of data collection. At the end of the data collection, all the completed questionnaires and interview guides were thoroughly edited and organized for processing. The items on the questionnaire were designed using a five- point Likert scale of 1(strongly disagree) and 5 (strongly agree). The interview conducted was also coded with codes of R1, R2, and R3 etc.

3.4. Data Analysis

The quantitative data was analyzed using the frequency tables generated using the Statistical Package for Social Sciences computer program whereby data from the field was entered into the SPSS system and run to generate the frequency tables, the tables were later shifted to the Microsoft Word document for interpretations. The frequency tables were used because they clearly illustrated the number of respondents for every question for frequency and percentages on demography. The qualitative data was analyzed using a narrative analysis method whereby detailed information was written based on what was responded to in the interviews that were recorded from the different respondents. This was important for the study to critically identify the views of respondents on how they perceive the situation concerning the study objectives.

The respondents were coded as managers and administrators Operations manager (OM) was assigned OM1, the Human resource manager (HRM) was assigned HRM1, Branch manager (BM) was assigned code BM1 and administrator (ADM) were assigned were 4 coded as AM1, ADM2, ADM3 and ADM4 given to the 4 administrator’s interviews to ensure confidentiality of the data and trust.

4. FINDGS

4.1. Response Rate

87 were filled up and returned translating to 83.7% response rate which was adequate and consistent with Liamputtong [42] from the 104 questionnaires that were administered to respondents.

4.2. HR Planning Policies and Employee Performance in Oil and Gas Firms

The objective in this study was to examine the relationship between human resource planning policies and employee performance in oil and gas firms. The findings of descriptive statistics on the same were determined and presented as shown in Table 1.

Table 1. Response on the human resource planning policies and employee performance in Total Uganda Limited.

HR planning policies	N	Mean	Std. dev.	Interpretation
The employees have an input in the development of HR planning policies.	87	2.908	1.018	Fairly good
The human resource department provides leadership in HRP policy development.	87	3.080	1.014	Fairly good
There is periodic review of the human resource planning policies in this organization.	87	3.069	1.292	Fairly good
The procedures for human resource planning policies are clearly defined in the HR manual.	87	2.885	1.093	Fairly good
Average	87	2.985	1.104	Fairly good

Source: Developed by researchers (2024).

Table 1 concerning the relationship between human resource planning policies and employee performance in oil and gas firms rated fairly good and this was indicated by (M= 2.985, SD=1.104) implying that the relationship between human resource planning policies and employee performance in oil and gas firms hence leads to the human resource planning among oil and gas firms. Results in the table indicated that the employees have an input in the development of HR planning policies and this was rated fairly good and indicated (M=.908, SD=1.018) which implies that the employees have an input in the development of HR planning policies. This becomes an advantage to the management of Total Uganda Limited when involved in human resource planning to meet the set goals and objectives of the firm. Results further indicated that the human resource department provides leadership in HRP policy development and this was rated as fairly good (M=3.080, SD= 1.014). This implied that the human resource department provides leadership in HRP policy development hence making firms more effective and a success, and it also implies that the human resource department provides leadership in HRP policy development being fairly vital in meeting the set goals and objectives of Total Uganda Limited. There is periodic review of the human resource planning policies in this organization this was ranked as fairly good (M=3.069, SD= 1.292). However, this indicates that there is periodic review of the human resource planning policies in this organization is fairly strong in the human resource planning among Total Uganda Limited. Results further indicated that the procedures for human resource planning policies are clearly defined in the HR manual and this was rated poor (M=2.885, SD= 1.093). However, this implies that the respondents either did not agree or understand the statement that the procedures for human resource planning policies are clearly defined in the HR manual.

4.3. Pearson Correlation Analysis between Human Resource Policies and Employee Performance in Total Uganda

Table 2 is the findings of correlation analysis linking HR policies and performance of employees.

Table 2. Pearson correlation analysis between human resource policies and employee performance in total Uganda.

Human resource policies and employee performance		Human resource planning policies	Employee performance
Human resource planning policies	Pearson correlation	1	0.191
	Sig. (1-tailed)	0.0	0.039
	N	87	87
Employee performance	Pearson correlation	0.191	1
	Sig. (1-tailed)	0.039	0.0
	N	87	87

Source: Developed by researchers (2024).

Findings in Table 2 show the relationship between human resource planning policies and employee performance in Total Uganda, the sig value for the study was 0.039, R=.191 and the sig value was less than the highest significant value of 0.05 (the level of significance). The results imply that variations in human resource planning policies will automatically lead to .191 changes in employee performance in Total Uganda Limited. The hypothesis is accepted. The researcher argues that there is a statistically significant relationship between human resources planning and employee performance at Total Uganda Limited in the industrial area, Kampala.

One of the managers argued that “human resource planning measures that the organization requires and utilizes the man power effectively to achieve objectives, human resource planning helps in assessing and recruiting skilled human resource. Furthermore, he said that it focuses on the optimum utilization of human resource to minimize the overall cost of production (ADM2). Some of the managers interviewed agreed that “human resource planning policies create checks and balances in the organization (ADM3 and BM1).

5. DISCUSSION

Results from the study indicate that results attained from both questionnaires and interviews are in a similar form as both agree that the prevalence of human resource policies is fundamental in generating effective employee

performance. The results show that employee performance is an outlet for enhancing performance, and Total Uganda and other firms that use human resource planning can use employee HR planning to achieve the performance. The study's findings are consistent with those of [Kramar and Syed \[40\]](#) who suggested that linking rewards and hard work with good human resource planning policies has an impact on employee policies. The authors claimed that firms must entice employees to perform first. Even the findings are consistent with [Kelly et al.'s \[41\]](#) observation that providing competitive remuneration in terms of salaries is the most efficient and successful while organizations can use a variety of techniques and processes to encourage their employees.

6. CONCLUSION AND RECOMMENDATIONS

The study concludes that human resource planning policies are significant predictors and enablers of employee performance in an organization. In particular, the study has demonstrated that for exceptional and excellent performance of employees, organization should pay more attention to procedural policies while carrying out regular policy and human resource manual reviews. It is necessary to develop procedural policy, policy review and HR manual reviews selection policies that consider role understanding to improve employee performance. The researchers recommend that procedural policy, policy review, and HR manual reviews are very important parts of human resource management in total Uganda Limited, the human resource manager should be able to perform this responsibility without the involvement of senior management. Human resource managers in Total Uganda Limited Company should increase the number of employees who participate in training and development to improve organizational effectiveness and ensure alignment of HR plans with the business.

The goals and tasks of the organization should be periodically evaluated, regularly reviewed and new issues taken into account to promote the professional development of employees. This will ultimately improve employee morale and productivity and improve the quality of services provided to Total Uganda Limited. Total Uganda Limited must implement policies and guidelines to ensure effective recruitment, development and retention of employees to improve the effectiveness of its HR policies.

The researchers suggest that appropriate policies and reward systems should be developed to ensure that employees are fairly and appropriately rewarded. Promotion policies and opportunities should be designed to maximize employee job satisfaction and productivity. Employment policies should be fair to attract and retain talented people without any discrimination. Procedural policy, policy review, and HR manual reviews policies should be designed to identify training needs and fill gaps created by skills shortages in specific areas that require improvement. HR managers in Total Uganda Limited are advised to align their HR plans with organizational goals and periodically evaluate the plan. HR managers are also advised to take measures to retain qualified employees to improve business performance. This research showed a positive and significant relationship between HR policies and perceived employee performance. A strong and strict HR policy encourages the efficiency and progress of employees, and high employee productivity is the most important source of success for any company.

6.1. Practical Implication

The main contribution of this paper to the literature is the evaluation of human resource planning policies affecting employee performance at Total Uganda Limited. This study holds significant practical implications for organizations, particularly those navigating dynamic and competitive environments like Total Uganda Limited. As indicated in this study's findings, providing employees with a sense of good planning regarding their job prospects can have a positive impact on their confidence and performance. Therefore, organizations like Total Uganda Limited should prioritize and promote workforce planning as a fundamental component of their human resource management strategy.

6.2. Limitations and Future Suggestions

This study was limited to a single firm which was Total Uganda Limited; hence it was a case study. Although the use case study provides an opportunity to gain an in-depth understanding of an issue in a given organization, its key concern is that it limits the generalization of findings to the rest of the firms in an industry. Thus, future studies should consider incorporating more firms in an industry for robust generalization of the findings.

Funding: This research is supported by SIMAD University, Somalia (Grant number: 11 2024).

Institutional Review Board Statement: The Ethical Committee of the SIMAD University, Somalia has granted approval for this study on 16 March 2022 (Ref. No. P242).

Transparency: The authors state that the manuscript is honest, truthful, and transparent, that no key aspects of the investigation have been omitted, and that any differences from the study as planned have been clarified. This study followed all writing ethics.

Competing Interests: The authors declare that they have no competing interests.

Authors' Contributions: Both authors contributed equally to the conception and design of the study. Both authors have read and agreed to the published version of the manuscript.

REFERENCES

- [1] E. Galinsky and P. J. Stein, "The impact of human resource policies on employees: Balancing work/family life," *Journal of Family Issues*, vol. 11, no. 4, pp. 368-383, 1990. <https://doi.org/10.1177/019251390011004002>
- [2] S. K. Singh, "Organizational innovation as competitive advantage during global recession," *The Indian Journal of Industrial Relations*, vol. 46, no. 4, pp. 165-185, 2011.
- [3] C.-H. d'Arcimoles, "Human resource policies and company performance: A quantitative approach using longitudinal data," *Organization Studies*, vol. 18, no. 5, pp. 857-874, 1997. <https://doi.org/10.1177/017084069701800508>
- [4] R. Kopp, "International human resource policies and practices in Japanese, European, and United States multinationals," *Human Resource Management*, vol. 33, no. 4, pp. 581-599, 1994. <https://doi.org/10.1002/hrm.3930330407>
- [5] Z. Alkalha, Z. Al-Zu'bi, H. Al-Dmour, M. Alshurideh, and R. Masa'deh, "Investigating the effects of human resource policies on organizational performance: An empirical study on commercial banks operating in Jordan," *European Journal of Economics, Finance and Administrative Sciences*, vol. 51, no. 1, pp. 44-64, 2012.
- [6] T. Morris, H. Lydka, and M. F. O'Creevy, "Can commitment be managed? A longitudinal analysis of employee commitment and human resource policies," *Human Resource Management Journal*, vol. 3, no. 3, pp. 21-42, 1993. <https://doi.org/10.1111/j.1748-8583.1993.tb00314.x>
- [7] S. L. Grover and K. J. Crooker, "Who appreciates family-responsive human resource policies: The impact of family-friendly policies on the organizational attachment of parents and non-parents," *Personnel Psychology*, vol. 48, no. 2, pp. 271-288, 1995. <https://doi.org/10.1111/j.1744-6570.1995.tb01757.x>
- [8] S. Ahmad, "Green human resource management: Policies and practices," *Cogent Business & Management*, vol. 2, no. 1, p. 1030817, 2015. <https://doi.org/10.1080/23311975.2015.1030817>
- [9] J. V. B. Murcia and E. G. Cuevas, "Mediating effect of job satisfaction on the relationship between transformational leadership and quality of worklife of certified public accountants," *Southeast Asian Interdisciplinary Research Journal*, vol. 4, no. 1, 2018.
- [10] M. Mukalazi, L. Agen-Davis, T. Amanor, D. Ndunguru, and D. Wei, "Impact of employee compensation system of total Uganda co limited on job satisfaction an empirical evidence of the petroleum and gas business of Uganda considering a case of total E&P Uganda Limited)," *European Journal of Human Resource*, vol. 5, no. 1, pp. 48-59, 2021. <https://doi.org/10.47672/ejh.724>
- [11] W. S. Jacobson, "Preparing for tomorrow: A case study of workforce planning in North Carolina municipal governments," *Public Personnel Management*, vol. 39, no. 4, pp. 353-377, 2010. <https://doi.org/10.1177/009102601003900404>

- [12] J. O. Samwel, "Human resource planning as an important practice to anticipate future human resource requirements of the organization—literature review," *International Journal of Research in Business Studies and Management*, vol. 5, no. 3, pp. 24-30, 2018.
- [13] S. Thomas, "Research and practice in performance appraisal evaluating performance in America's largest companies," *SAM Advanced Management Journal*, vol. 22, no. 2, pp. 28-37, 2017.
- [14] K. Sendawula, S. Nakyejwe Kimuli, J. Bananuka, and G. Najjemba Muganga, "Training, employee engagement and employee performance: Evidence from Uganda's health sector," *Cogent Business & Management*, vol. 5, no. 1, p. 1470891, 2018. <https://doi.org/10.1080/23311975.2018.1470891>
- [15] A. P. Carnevale, T. A. M. A. R. A. Jayasundera, and D. M. I. T. R. I. Repnikov, "The online college labor market," Unpublished Manuscript, Georgetown University, Center on Education and the Workforce, 2014.
- [16] E. L. Kelly *et al.*, "Changing work and work-family conflict: Evidence from the work, family, and health network," *American Sociological Review*, vol. 79, no. 3, pp. 485-516, 2014.
- [17] D. Briscoe, *International human resource management: Policies and practices for multinational enterprises*. New York: Routledge, 2012.
- [18] D. Mdhlalose, "An examination of employee rewards and work environment on employee creativity and innovation," *SEISENSE Journal of Management*, vol. 7, no. 1, pp. 21-34, 2024. <https://doi.org/10.33215/rewfe541>
- [19] S. E. Jackson and R. S. Schuler, "Understanding human resource management in the context of organizations and their environments," *Human Resource Management: Critical Perspectives on Business and Management*, vol. 2, no. 1, pp. 45-74, 1995. <https://doi.org/10.1146/annurev.psych.46.1.237>
- [20] G. C. Homans, *Social behavior its elementary forms*. New York: Harcourt, 1961.
- [21] P. Blau, *Exchange and power in social life*. New York: Wiley, 1964.
- [22] A. S. Tsui, J. L. Pearce, L. W. Porter, and A. M. Tripoli, "Alternative approaches to the employee-organization relationship: Does investment in employees pay off?," *Academy of Management Journal*, vol. 40, no. 5, pp. 1089-1121, 1997. <https://doi.org/10.5465/256928>
- [23] R. Cropanzano and M. S. Mitchell, "Social exchange theory: An interdisciplinary review," *Journal of Management*, vol. 31, no. 6, pp. 874-900, 2005. <https://doi.org/10.1177/0149206305279602>
- [24] M. Armstrong, *A handbook of human resource practice*, 10th ed. London: Kogan Page, 2007.
- [25] C. L. Kenny, "Perceptions of employers and employees on the need for an employee assistance programme in a financial services organisation in the Western Cape," 2014.
- [26] R. E. Swart, P. Engelbrecht, I. Eloff, and O. R. Pettipher, "Implementing inclusive education in South Africa: Teachers' attitudes and experiences," *Acta Academica*, vol. 34, no. 1, pp. 175-189, 2002.
- [27] L. J. Mullins, *Management and organisational behaviour*. London: Pearson Education, 2007.
- [28] M. Armstrong, *Human resources management practice*, 11th ed. London: Kogan Page Limited, 2009.
- [29] E. McKenna and N. Beech, *Human resource management*. Harlow CM20 2JE: Pearson, 2014.
- [30] M. Ramesh, "Procedural policy tools in theory and practice," *Policy and Society*, vol. 40, no. 3, pp. 295-311, 2021. <https://doi.org/10.1080/14494035.2021.1965379>
- [31] J. H. Marler and J. W. Boudreau, "An evidence-based review of HR analytics," *The International Journal of Human Resource Management*, vol. 28, no. 1, pp. 3-26, 2017. <https://doi.org/10.1080/09585192.2016.1244699>
- [32] J. Drnovšek, "Non-contact heart rate and heart rate variability measurements: A review," *Biomedical Signal Processing and Control*, vol. 13, pp. 102-112, 2014.
- [33] W. C. Borman, "360 ratings: An analysis of assumptions and a research agenda for evaluating their validity," *Human Resource Management Review*, vol. 7, no. 3, pp. 299-315, 1997. [https://doi.org/10.1016/s1053-4822\(97\)90010-3](https://doi.org/10.1016/s1053-4822(97)90010-3)
- [34] R. K. Ahuja, A. V. Goldberg, J. B. Orlin, and R. E. Tarjan, "Finding minimum-cost flows by double scaling," *Mathematical Programming*, vol. 53, no. 1, pp. 243-266, 1992. <https://doi.org/10.1007/bf01585705>

- [35] B. Grobler, "The relationship between emotional competence and instructional leadership and their association with learner achievement in multidimensional perspectives on principal leadership effectiveness, (University of Johannesburg, South Africa)," IGI Global, 2015, pp. 373-407.
- [36] M. Armstrong, *A handbook of human resource management*, 9th ed. London: Kogan Page, 2003.
- [37] D. E. Guest, "Human resource management and industrial relations," Retrieved: <http://onlinelibrary.wiley.com/doi/10.1111/j.1467-6486.1987.tb00460.x/abstract>. 2007.
- [38] M. Marchington and A. Wilkinson, "Direct participation and involvement," *Managing Human Resources: Personnel Management in Transition*, vol. 5, no. 7, pp. 398-423, 2015.
- [39] S. Bakshi, N. Mathur, G. Bhagat, and D. Kalyankar, "Strategic human resource management approaches and practices and organizational performance," *Abhinav-International Monthly Refereed Journal of Research in Management & Technology*, vol. 3, no. 5, pp. 86-92, 2014.
- [40] R. Kramar and J. Syed, *Human resource management in a global context: A critical approach*. New York: Palgrave Macmillan, 2012.
- [41] S. M. Kelly, G. Matt, T. K. Christopher, and K. Amna, *Estimating labor demand and supply in Texas: How planning tools and data are used ray marshall center for the study of human resources*. Beijing, China: University of Texas at Austin, 2014.
- [42] P. Liamputtong, "Handbook of research methods in health social sciences," vol. 10. Singapore: Springer, 2019, pp. 978-981.

Views and opinions expressed in this article are the views and opinions of the author(s), Journal of Asian Scientific Research shall not be responsible or answerable for any loss, damage or liability etc. caused in relation to/arising out of the use of the content.