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### Globalisation and Sustainable Human Resource Management Practices in the Manufacturing Sector

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#### Abstract

This study investigated the impact of globalisation on sustainable Human Resource Management (HRM) practices in the manufacturing sector with special focus on Nestlé Nigeria Plc, Lagos, Nigeria. The objectives were to determine the impact of technological advancements, demographic changes and the level of influence of labour mobility on sustainable human resources management practices in the manufacturing sector. Using a quantitative survey research design with a sample size of 341 direct employees selected through simple random sampling, the study utilised a well-structured questionnaire to solicit responses from the respondents. The study employed both descriptive and inferential statistical tool in analysing the primary data collected. The descriptive statistics included the use of tables, frequencies, summaries, and percentages to present and analyse the biographic data while inferential statistics which included the use of SSPS (Chi-Square) was

utilised in testing the hypotheses. Findings revealed that technological advancements have significantly enhanced HR process efficiency and internal communication at Nestlé Nigeria Plc. Demographic shifts highlight the need for adaptable HR policies to accommodate diverse age groups, influencing recruitment and training strategies, while Labour mobility facilitates knowledge sharing but requires careful management to navigate complexities associated with international assignments. The study concluded that manufacturing companies can benefit from strategic initiatives such as continuous technological integration, flexible HR policies tailored to diverse demographics, and robust talent mobility programs. The study hereby recommends that manufacturing companies can include regular HR strategy review, employee engagement strategies, flexible HR policies, and continuous technological integration for sustainable HRM practices.

**Keywords:** Demographic Changes, Globalisation, Labour Mobility, Nestle, Sustainable HRM Practices

**JEL Classification:** F61, J53, M14, O14

#### 1. Introduction

Globalisation refers to the inclination of enterprises, technology, or ideologies to proliferate globally, as well as the mechanisms involved in facilitating this spread (Gaur, 2023) <sup>[10]</sup>. Thus, globalisation may be understood as a system of interactions between nations that work together to build the world economy. Technological, economic, political, and cultural exchanges are also a part of globalisation, and they are primarily made possible by advancements in infrastructure, communication, and transportation. The merging of economies and society worldwide is referred to as globalisation (Dowling *et al*, 2017) <sup>[7]</sup>.

Human resource management (HRM) is the department inside an organisation that is responsible for hiring, managing, and giving guidance to its employees, according to Oyeyemi (2019) <sup>[21]</sup>. The organisational function that handles matters pertaining to people, including pay, hiring, performance management, organisation development, safety, wellness, benefits, employee motivation, communication, administration, and training, is known as human resources management. Sustainable HRM practice is a strategic, all-encompassing approach to managing employees as well as the environment and culture of the

company on a long-term basis (Oyeyemi, 2019) <sup>[21]</sup>.

The demands of globalisation on modern businesses are changing the duties and responsibilities of human resources departments. Employers everywhere are faced with difficulty as the world's talent supply falls short of the long-term demand (Nikola, 2017) <sup>[16]</sup>. As a result, there will probably always be a significant talent gap, particularly for highly skilled workers and the upcoming generation of corporate executives. Organisations therefore, need to focus more on luring human capital that will create a long-term value for the organisation than they do on luring financial capital.

A country's borders get predisposed as a result of increased interconnectedness between countries and people worldwide due to trade, investment, travel, popular culture, and other types of connection. This phenomenon is known as globalisation. Changes in many spheres, including politics, social, cultural, economic, and ideological, can be brought about by globalisation including its benefits and drawbacks (Ali *et al*, 2019) <sup>[3]</sup>.

Organisations can now compete globally, thanks to the economics of globalisation. Free trade zones are not the only factors that promote globalisation; other factors include falling labour and production costs in developing nations, a rise in the demand for cross-culturally similar goods, lower international transportation costs, and technological improvements. Globalisation has an impact on businesses that compete for clients that have high standards for pricing, quality, and performance. The HRM function is under pressure to adapt to evolving organisational needs and provide better value as a result of globalisation (Gaur, 2023; Friedman, 2017) <sup>[10, 9]</sup>. The only international corporations that can draw and keep top talent are those who are prepared to modify their HR procedures to fit the ever- evolving global labour market. Businesses that can anticipate their labour requirements particularly for highly skilled workers will have a clear competitive edge.

Sethupathy and Chandraeskar (2017) <sup>[23]</sup>, noted that for an organisation to remain competitive, human resource management needs to hone its organisational practices, contributions and role. HR must provide value to the organisation as perceived by investors, line managers, and employees. This value results in a competence advantage. Effective sustainable human resource management (HRM) practices is positively correlated with financial performance. According to research, organisations attempt to strike a balance between the need to adapt to local norms and practices and the requirement to standardise best sustainable HRM practices globally (Gaur, 2023) <sup>[10]</sup>.

Practices in human resources management vary internationally as well. For instance, in the United States of America, fired employees could be paid severance pay up to a week or year of complete employment while in other countries like Spain, it could be up to nine weeks (Dowling *et al*, 2017) <sup>[7]</sup>. This shows the extent of disparity of HRM practices among countries. In addition, there are significant differences in benefit surcharges, with averages of 37% in the US and 70% in France, as well as starting vacation time that varies from 2 weeks in the US to 5 weeks in several European nations. According to Sethupathy and Chandraeskar (2017) <sup>[23]</sup>, the Family and Medical Leave Act (FLMA) in the United States allows for 12 weeks of leave, but in France, the same leave is allowed for a full year.

Labour unions, benefits, and compensation are further HRM

domains impacted by globalisation. Benefits and compensation for expatriates are complicated and usually far more than wages in the employee's native country. Nikola (2017) <sup>[16]</sup> suggested a worldwide compensation method infused with local responsiveness due to cultural and national variances. As the workplace gets more globalised, understanding the impact of globalisation on sustainable human resources management practices becomes increasingly important to manage labour mobility and harness technological advancement in the workplace for employee efficiency and organisational outcomes. Therefore, this study seeks to examine the impact of globalisation on sustainable Human Resources Management practices in the manufacturing sector.

### 1.1 Statement of the Problem

Globalisation has significantly reshaped the landscape for sustainable Human Resources (HR) management practices across multinational corporations like Nestlé Nigeria Plc. One of the foremost challenges posed by globalisation is the rapid pace of technological advancements. These advancements do not only revolutionize operational processes but also demand HR departments to adopt agile strategies for recruitment, training, and retention of employees. Furthermore, demographic changes, influenced by global trends such as aging populations or shifting workforce expectations, pose additional challenges for HR management. Whereas, labour mobility presents yet another dimension of challenges faced by HR management. The increased movement of skilled professionals across borders necessitates HR policies that facilitate talent acquisition and retention on a global scale.

Understanding the collective impact of the interplay of globalisation variables on human resources management is crucial to effectively harness the opportunities presented by globalisation, sustain organisation competitive edge, enhance employee engagement and foster a resilient organisational culture that thrives in a globalised economy while mitigating associated risks. Therefore, this study explored the impact of globalisation on sustainable human resources management practices in the manufacturing sector, with specific focus on Nestle, Nig. Plc.

The main objective of the study was to examine the impact of globalisation on sustainable Human Resource Management practices, specifically, the study seeks to examine the impact of technological advancement on sustainable HRM practices; ascertain the impact of demographic changes on sustainable HRM practices and evaluate the level of influence of labour mobility on sustainable HRM practices in the manufacturing sector.

### 1.2 Hypotheses of the Study

**H<sub>01</sub>:** Technological advancement has no impact on sustainable HRM practices in the manufacturing sector

**H<sub>02</sub>:** Demographic changes have no impact on sustainable HRM practices in the manufacturing sector

**H<sub>03</sub>:** Labour mobility does not influence sustainable HRM practices in the manufacturing sector

## 2. Literature Review

### 2.1 The Concept of Globalisation

Globalisation refers to the interconnectedness of economies, cultures, and societies worldwide. Its roots can be traced back in centuries, but its modern form began to take shape

in the late 20th century with advancements in technology, communication, and transportation. Historically, trade routes such as the Silk Road facilitated the exchange of goods, ideas, and cultures between Asia, Europe, and Africa. The Age of Exploration in the 15th and 16th centuries further expanded global connections as European powers established trade routes and colonies across the Americas, Africa, and Asia (Ogbechi *et al.*, 2024; Ali *et al.*, 2019) <sup>[17, 3]</sup>.

In the 20th century, the world saw an acceleration of globalisation with the rise of multinational corporations, international trade agreements, and advancements in transportation and communication technologies, such as the internet and jet travel. The end of the Cold War also played a significant role in opening up markets and promoting economic integration between countries (Walter, 2019). Globalisation has brought both benefits and challenges (Ali *et al.*, 2019) <sup>[3]</sup>. On one hand, it has facilitated economic growth, increased access to goods and services, and fostered cultural exchange. On the other hand, it has led to concerns about inequality, cultural homogenization, and environmental degradation. Today, globalisation continues to evolve with the rise of digital technologies, the growth of emerging economies, and the increasing interconnectedness of global supply chains. As the world becomes more interconnected, the challenges and opportunities of globalisation will continue to shape the global economy and society.

In addition, James (2023) <sup>[13]</sup> explained that Globalisation is a multifaceted phenomenon that encompasses the interconnectedness and interdependence of nations, economies, cultures, and societies across the globe. It is propelled by advancements in technology, communication, and transportation, facilitating unprecedented exchanges of goods, services, information, and ideas. Economically, globalisation has led to the integration of markets, fostering opportunities for trade and investment on a global scale. This has allowed businesses to expand internationally, tapping into new consumer bases and accessing resources more efficiently. Moreover, globalisation has transformed cultural landscapes by promoting cultural exchange and diversity while challenging traditional norms and identities (Lina, 2018) <sup>[15]</sup>. The spread of global media and entertainment has facilitated the dissemination of cultural practices and ideologies, creating a shared global culture but also raising concerns about cultural homogenisation and the erosion of local traditions. Politically, globalisation has encouraged cooperation and diplomacy among nations, leading to the formation of international organisations and agreements aimed at addressing global issues such as climate change, human rights, and international security (Oyeyemi, 2019) <sup>[21]</sup>. However, it has also heightened geopolitical tensions and disparities, as some countries benefit more than others from global economic integration. Critically, globalisation has had profound socio-economic impacts, contributing to both prosperity and inequality (Ali *et al.*, 2019) <sup>[3]</sup>. While it has lifted many out of poverty by creating jobs and fostering economic growth, it has also exacerbated income inequality within and between countries. The outsourcing of labor-intensive industries to developing nations has driven economic growth in these regions but has often been accompanied by poor working conditions and environmental degradation. Furthermore, globalisation has implications for environmental

sustainability, as increased global trade and consumption have strained natural resources and accelerated climate change.

Addressing these challenges requires coordinated global efforts and sustainable practices to ensure a balance between economic growth, social equity, and environmental preservation. Globalisation is a complex and transformative force that has reshaped the world in profound ways. It offers opportunities for economic development, cultural exchange, and international cooperation, yet it also presents challenges such as inequality, cultural homogenisation, and environmental degradation. Understanding and managing the impacts of globalisation is crucial for creating a sustainable and equitable work environment.

### **Sustainable HRM Practices: An Overview**

Sustainable Human Resource Management (HRM) refers to the practices, policies, and procedures that organisations adopt and implement to ensure that their human resource management is aligned with ethical, social, and environmental goals. Sustainable HRM recognises the importance of taking care of both employees and the environment, in addition to delivering financial performance, to achieve long-term success. It is a management approach that is focused on promoting social and environmental responsibility, while still delivering financial benefits to the business. According to Schalk (2014) <sup>[22]</sup>, sustainable HRM is characterised by the alignment of HR practices with both the ongoing needs of the organisation and its stakeholders' interests in a sustainable future. Schalk (2014) <sup>[22]</sup>, emphasises the need for HR departments to integrate sustainability considerations into their practices. This involves the strategic integration of sustainability management practices in HR, talent management, human resources development, performance management, and staff retention.

Also, Farndale *et al.* (2011) <sup>[8]</sup>, opined that sustainable HRM has four dimensions: economic, social, environmental, and demographic. They explained that organisations need to manage these four dimensions to ensure that they can achieve long-term sustainability. This involves implementing policies and practices such as employee involvement in environmental sustainability, managing diversity and inclusion, investing in learning and development of employees, and promoting a work-life balance. A recent study by Deep *et al.* (2021) <sup>[6]</sup> suggests that there is a positive relationship between sustainable HRM and organisational performance. Deep *et al.*, (2021) <sup>[6]</sup> argue that organisations that prioritise sustainable HRM practices tend to have better financial performance, higher employee productivity, lower employee turnover, and better customer satisfaction.

In conclusion, sustainable HRM practices are becoming more important as organisations recognise the need to balance their economic, social, and environmental responsibilities for long term productivity. By integrating sustainability considerations into HRM practices, organisations can achieve long-term success while taking care of employees and the environment. With the positive association between sustainable HRM and organisational performance, it is important for organisations to prioritise sustainable HRM practices in their strategies for continued success.

## Globalisation and Sustainable HRM Practices: The Nexus

Globalization refers to the dynamic and complex phenomenon of interconnecting and interdependent relationships among various countries, economies, cultures, and societies worldwide (Gaur, 2023) <sup>[10]</sup>. The process entails the exchange of commodities, services, knowledge, information, ideas, innovations, and human capital across international borders. The ease of interconnectedness in globalization is facilitated by advancements in various transport, communication, and information technologies. Oyeyemi (2019) <sup>[21]</sup> opined that globalisation has transformed the way businesses operate, economies function, and societies interact, leading to greater integration and interrelation on a global scale.

In the context of Sustainable HRM practices that contributes to the development of sustainable environmental, social and economic development, globalisation presents both opportunities and challenges (Butt & Katuse, 2017) <sup>[4]</sup>. With the emergence of a global workforce comprising individuals from diverse cultural backgrounds, HRM plays a crucial role in managing this diversity and fostering an inclusive workplace culture. HRM practices include developing strategies to recruit, retain, and develop talent from around the world, as well as promoting cross-cultural understanding and collaboration among employees both in the national level and across the globe.

Globalisation has also facilitated the rise of remote work and virtual teams, allowing organisations to collaborate across geographical boundaries and time zones (Friedman, 2017) <sup>[9]</sup>. HRM practices encompasses developing policies and procedures to support remote work arrangements, including technology infrastructure, communication tools, and performance management frameworks; while also playing a role in fostering a sense of belonging and connection among remote employees through virtual team-building activities and regular communication (Guar, 2023, Oyeyemi, 2019; Butt & Katuse, 2017) <sup>[10, 21, 4]</sup>.

Furthermore, globalisation has led to an increasingly complex regulatory environment, with organisations operating across multiple jurisdictions subject to various legal and compliance requirements. HRM is responsible for ensuring compliance with labour laws, employment regulations, and cultural norms in different countries and regions (Butt & Katuse, 2017) <sup>[4]</sup>. This includes staying abreast of changes in global regulations, implementing policies and procedures to mitigate compliance risks, and providing guidance and support to managers and employees on legal and ethical issues related to global operations.

Globalisation and Human Resource Management (HRM) are intricately linked, with globalisation influencing how HRM practices are designed and implemented in organisations worldwide. Globalisation has reshaped the business environment, necessitating HRM to adapt to the challenges and opportunities presented by an increasingly interconnected world (James, 2023) <sup>[13]</sup>. One of the primary impacts of globalisation on HRM is the global talent pool. Organisations now have access to a broader and more diverse talent pool from around the world. This has necessitated HRM professionals to develop strategies for recruiting, selecting, and managing employees from different cultural backgrounds and with varying skill sets. Cross-cultural competency and sensitivity have become critical competencies for HRM professionals in managing a

diverse workforce effectively (Kowo *et al.*, 2020; Lina, 2018; Akpovioro *et al.*, 2020) <sup>[14, 15, 2]</sup>.

Furthermore, globalisation has transformed the way organisations operate and compete in the global marketplace. Increased international trade and investment have led to the expansion of multinational corporations (MNCs), which operate in multiple countries and regions (Hassan *et al.*, 2020) <sup>[11]</sup>. HRM plays a crucial role in aligning human capital strategies with global business strategies, ensuring consistency in policies and practices across different locations while respecting local laws, customs, and cultural norms. James (2023) <sup>[13]</sup> opined that globalisation has also influenced HRM practices related to employee mobility and expatriation. As organisations expand globally, they often deploy employees to foreign locations as expatriates or global assignees. HRM professionals are tasked with managing the complexities of international assignments, including immigration, relocation, tax implications, and cultural adaptation support. Effective expatriate management contributes to the success of international operations and enhances global workforce mobility.

Moreover, globalisation has heightened competition for talent in certain industries and regions, leading to talent shortages and skills gaps in various sectors. HRM strategies such as talent acquisition, talent development, and succession planning have become critical in ensuring organisations have the right skills and competencies to remain competitive on a global scale (Ighoroje & Umeora, 2022) <sup>[12]</sup>. Collaborative partnerships with educational institutions and professional networks are often leveraged to attract and develop top talent.

On the flip side, globalisation has also presented challenges for HRM, such as managing cultural differences, addressing language barriers, and navigating diverse legal and regulatory frameworks across different countries (Akpovioro *et al.*, 2020) <sup>[2]</sup>. HRM professionals must stay informed about global trends, labour laws, and socio-economic conditions to effectively navigate these challenges and mitigate risks associated with operating in multiple jurisdictions. Globalisation has fundamentally transformed the practice of Human Resource Management, making it more complex and dynamic than ever before. HRM professionals play a crucial role in shaping organisational strategies that leverage global opportunities while addressing the challenges posed by an interconnected world. By fostering a global mindset, embracing diversity, and adopting flexible HRM practices, organisations can effectively navigate the complexities of globalisation and achieve sustainable growth in the global marketplace.

## Technological Advancements in Managing Sustainable HR Practices

Technological advancements have revolutionised Human Resource Management (HRM) practices, enhancing efficiency, decision-making, employee engagement, and overall organisational performance. The integration of technology into HRM processes has enabled HR professionals to streamline operations, access real-time data, and implement data-driven strategies that align with organisational goals. According to Oyeyemi (2019) <sup>[21]</sup>, the following are some key areas where technological advancements have made a significant impact in influencing HRM practices:



1. **Recruitment and Selection:** Technology has transformed recruitment processes using applicant tracking systems (ATS), online job boards, and social media platforms. ATS software automates the screening and filtering of resumes, saving time and improving the efficiency of candidate selection. HR professionals can use data analytics to identify trends in candidate sourcing and recruitment outcomes, enabling them to optimize recruitment strategies and attract top talent more effectively.
2. **Employee Onboarding and Management:** Digital onboarding platforms have streamlined the new hire process by automating paperwork, facilitating electronic signatures, and providing access to training materials and company policies. Cloud-based HRIS (Human Resource Information Systems) centralise employee data, allowing HR professionals to manage employee records, track performance, administer benefits, and monitor attendance more efficiently. Self-service portals empower employees to update their information, request time off, and access relevant HR information without direct HR involvement.
3. **Performance Management and Feedback:** Technology-enabled performance management tools facilitate ongoing feedback and performance reviews, replacing traditional annual appraisals with continuous feedback loops. These tools allow managers to set goals, track progress, provide timely feedback, and conduct performance evaluations based on real-time data and objective metrics. This approach fosters transparency, enhances employee development, and improves overall performance alignment with organisational objectives.
4. **Learning and Development:** E-learning platforms and learning management systems (LMS) have revolutionized employee training and development. These platforms offer flexible, accessible, and personalised learning opportunities through online courses, webinars, and virtual classrooms. HR professionals can track employee progress, assess learning outcomes, and identify skill gaps to tailor training programs that address organisational needs and promote continuous learning among employees.
5. **Employee Engagement and Communication:** Digital communication tools such as intranet portals, collaborative platforms and instant messaging apps, enhances seamless communication and foster a sense of community among employees, regardless of geographic location. HR professionals use these tools to disseminate company announcements, share updates, and encourage employee engagement through surveys, feedback mechanisms, and recognition programs. Virtual team-building activities and social networking platforms also contribute to enhancing employee morale and building a positive organisational culture.
6. **Data Analytics and Decision-Making:** HR analytics and predictive modelling enable HR professionals to leverage big data to make informed decisions and strategic recommendations. By analysing workforce trends, turnover rates, performance metrics, and demographic data, HR can identify patterns, anticipate future needs, and develop proactive strategies to optimize workforce planning, succession planning, and talent management initiatives.

## Demographic Changes and Sustainable HRM Practices

Demographic changes profoundly impact Human Resource Management (HRM) practices, requiring organisations to adapt their strategies to effectively recruit, retain, and manage a diverse workforce (Olapeju, 2024) <sup>[19]</sup>. These changes encompass shifts in population demographics such as age, gender, ethnicity, education levels, and workforce participation rates, among others. Understanding and responding to these demographic shifts is essential for maintaining a competitive edge and fostering a productive work environment.

One significant demographic trend affecting HRM is the aging workforce (Nikola, 2017) <sup>[16]</sup>. Numerous nations are currently undergoing a phenomenon characterised by a transition in the age composition of their population, whereby a larger proportion of the populace is concentrated among older individuals. This pattern can be attributed to the concurrent trends of higher life expectancy and a diminishing birth rate within these respective countries. As a result, HRM professionals face challenges related to succession planning, knowledge transfer, and accommodating the needs of older workers who may choose to continue working past traditional retirement ages (Olapeju, 2024) <sup>[19]</sup>. Strategies such as flexible retirement options, phased retirement programs, and retraining initiatives help organisations leverage the experience and expertise of older employees while planning for future leadership transitions. Conversely, there is also a growing emphasis on managing generational diversity within the workforce. With millennials and Generation Z entering the workforce alongside Generation X and baby boomers, HRM practices need to cater to the varying expectations, values, and work styles of different generations (Ukwu *et al.*, 2023) <sup>[24]</sup>. This includes adapting recruitment strategies to appeal to younger talent, implementing flexible work arrangements that appeal to a multi-generational workforce, and fostering intergenerational collaboration through mentoring and knowledge sharing programs.

Another demographic change impacting HRM is the increasing diversity in the workforce in terms of gender, ethnicity, and cultural backgrounds (Akpovioro *et al.*, 2020) <sup>[2]</sup>. Organisations are increasingly recognising the importance of diversity and inclusion initiatives not only as a matter of equity and social responsibility but also for driving innovation and organisational performance. HRM plays a crucial role in implementing diversity recruiting practices, promoting inclusive leadership, and creating a supportive work setting that fosters an inclusive atmosphere wherein employees of distinct multicultural and demographic backgrounds perceive themselves as esteemed and empowered to partake and offer their distinct standpoints (Friedman, 2017) <sup>[9]</sup>.

Furthermore, demographic changes also influence HRM strategies related to workforce mobility and globalisation. As global migration patterns shift and international talent becomes more accessible, HRM professionals must navigate immigration laws, cultural integration, and cross-border employment issues to effectively manage a diverse and globally dispersed workforce. This includes developing cross-cultural competency among employees, implementing expatriate management programs, and leveraging technology to facilitate virtual teamwork and communication across geographical boundaries. Moreover,

technological advancements and automation are reshaping the skills required in the workforce, prompting HRM to focus on upskilling and reskilling initiatives to address skill gaps and ensure employees remain competitive in a rapidly evolving job market (Nikola, 2017) <sup>[16]</sup>. Lifelong learning and continuous professional development have become integral to HRM strategies aimed at fostering employee engagement, retention, and career advancement.

Demographic changes present both challenges and opportunities for Human Resource Management. By adopting proactive and inclusive HRM practices that accommodate diverse demographics, organisations can harness the full potential of their workforce, drive innovation, and maintain a competitive advantage in an increasingly dynamic and globalised business environment. Adapting to demographic shifts requires HRM professionals to stay informed about emerging trends, embrace diversity and inclusion, and cultivate a workplace culture that celebrates differences while promoting collaboration and mutual respect among all employees.

### **Labour Mobility, Globalisation and Sustainable HRM Practices**

Labor mobility, globalisation, and Human Resource Management (HRM) are intricately interconnected components that shape the modern workforce and organisational strategies in a globalised economy (Chinedu, 2020; Ajayi, 2020) <sup>[5, 1]</sup>. Labor mobility refers to the movement of workers across geographical boundaries, whether within countries or internationally, driven by economic, social, and political factors. Globalisation, on the other hand, encompasses the integration of economies, markets, and societies worldwide, facilitated by advancements in technology, communication, and trade. HRM plays a crucial role in managing the implications of labor mobility within the context of globalisation, ensuring organisations effectively harness the benefits and navigate the challenges associated with a mobile and diverse workforce.

Labor mobility in the context of globalisation has significantly expanded opportunities for workers to seek employment opportunities beyond their home countries (Oyeyemi, 2019) <sup>[21]</sup>. This phenomenon has been facilitated by relaxed immigration policies, technological advancements in transportation and communication, and the outsourcing of labor-intensive industries to developing countries. As a result, HRM professionals are tasked with managing diverse teams composed of individuals from different cultural backgrounds, languages, and skill sets. This diversity brings both opportunities and challenges to organisations, requiring HRM strategies that promote inclusivity, cultural sensitivity, and effective communication across borders.

From a strategic standpoint, HRM practices must align with global business objectives to leverage labor mobility effectively (Hassan *et al.*, 2020) <sup>[11]</sup>. This includes developing international recruitment strategies to attract talent with specialised skills or knowledge that may be scarce in the local labor market. HR professionals utilise global talent networks, job portals, and social media platforms to reach potential candidates worldwide, ensuring diversity and inclusivity in their recruitment efforts. Moreover, HRM plays a critical role in navigating legal and regulatory frameworks related to immigration, work

permits, and visa sponsorship to facilitate the seamless movement of talent across borders.

Furthermore, globalisation has transformed traditional employment relationships, leading to the rise of flexible work arrangements such as remote work, telecommuting, and virtual teams. HRM practices must adapt to accommodate these changes, ensuring that policies and procedures support remote workers while maintaining productivity, collaboration, and employee engagement. Virtual collaboration tools, cloud-based HRIS systems, and digital communication platforms enable HR professionals to manage and support geographically dispersed teams effectively, fostering a cohesive organisational culture across borders (Okpara, 2022) <sup>[18]</sup>.

However, managing labor mobility in a globalised context also presents challenges for HRM, including cultural differences, language barriers, and compliance with diverse labor laws and regulations (Akpovioro *et al.*, 2020) <sup>[2]</sup>. HR professionals must implement cross-cultural training programs, language proficiency assessments, and intercultural competency development initiatives to promote understanding and collaboration among employees from different backgrounds. Moreover, HRM plays a crucial role in addressing potential issues related to expatriate assignments, such as cultural adjustment, family support, and repatriation, to ensure the success and retention of international talent.

Labor mobility, globalisation, and Human Resource Management are interconnected forces shaping the contemporary workplace and organisational strategies in a globalised economy. HRM practices that embrace diversity, inclusivity, and adaptability are essential for effectively managing a mobile workforce, leveraging global talent, and driving organisational success. By implementing strategic recruitment, development, and retention initiatives, HR professionals contribute to building resilient, innovative, and culturally competent organisations capable of thriving in a dynamic and interconnected world.

### **Theoretical Underpinning**

#### **Resource-Based View (RBV) Theory**

The Resource-Based View (RBV), originally proposed by Birgey Wernerfelt in 1984 and further developed by B. Barney in 1991, offers a strategic perspective on how firms can achieve sustainable competitive advantage and superior performance. According to RBV, a firm's competitive edge stems primarily from its unique and valuable resources and capabilities that are difficult for competitors to imitate or replicate. These resources encompass a wide range of assets, skills, and competencies that are internally developed and leveraged by the organisation. The fundamental premise of RBV is that firms can achieve superior performance by identifying and exploiting their distinctive resources effectively (Olapaju, 2024) <sup>[19]</sup>. These resources include tangible assets like physical infrastructure and technology, as well as intangible assets such as intellectual property, brand reputation, and organisational culture. Capabilities refer to the firm's ability to deploy these resources strategically to create value for customers and sustain competitive advantage over time. RBV directs managerial attention to the internal analysis of these resources and capabilities to identify which ones are rare, valuable, inimitable, and non-substitutable (VRIN criteria). Resources that meet these criteria are likely to contribute significantly

to a firm's competitive advantage and performance in the marketplace.

In the context of strategic management, RBV addresses key questions about how firms can outperform competitors in their industry (Latunji *et al.*, 2017) <sup>[20]</sup>. By focusing on leveraging unique resources and capabilities, firms can differentiate themselves from competitors, enhance customer value propositions, and achieve superior financial returns. Importantly, the relevance of RBV extends to understanding how Human Resources (HR) can serve as a critical source of competitive advantage, particularly in the context of globalisation. In a globalised labor market, where firms operate across diverse geographical and cultural boundaries, effectively managing HR becomes pivotal. HRM practices that attract, develop, and retain talent, foster a positive organisational culture, and promote diversity and inclusion can significantly enhance a firm's competitiveness. Globalisation amplifies the importance of HR as a strategic asset. Organisations that excel in managing their human capital can leverage it to navigate global complexities, adapt to diverse market demands, and innovate effectively. Strategic HRM practices aligned with RBV principles enable firms to build a skilled and motivated workforce, enhance organisational agility, and capitalise on emerging opportunities in international markets.

In conclusion, the Resource-Based View provides a valuable framework for understanding how firms can achieve sustainable competitive advantage through their unique resources and capabilities. In the era of globalisation, HRM emerges as a critical resource that, when managed strategically, can contribute significantly to organisational success and superior performance in the global marketplace. By focusing on developing and deploying distinctive HR capabilities, firms can position themselves strategically to thrive amidst global competition and dynamic market conditions.

### Empirical Justification

This study examined the findings and positions of previous authors who carried out similar research. Gaur (2023) <sup>[10]</sup>, examined the effects of globalisation and changing economy on organisations' sustainable economy in his exploratory research and findings reveal that HRM functions has positive correlation with economic sustainability.

Also, Oyeyemi (2019) <sup>[21]</sup> explored the profound impact of globalisation on Human Resource Development (HRD), emphasising its accelerating pace in global markets for goods, services, and investment opportunities. The study delved into the effects of globalisation on the workforce, both locally and internationally, highlighting key factors driving globalisation's influence on HRM. It also examined the challenges faced by HRM in global markets and underscored the benefits of Global Human Resource Information Systems (HRIS) in enhancing HR departmental efficiency. The study concluded that globalisation's rise is propelled by factors such as talent shortages in developing countries, global market dynamics, technological advancements, and cost efficiencies on a global scale.

Similarly, Ali *et al.*, (2019) <sup>[3]</sup> investigated the impact of globalisation on HR development management, contextualising globalisation as a catalyst for increased interdependence among nations and people through trade, investment, and cultural exchange. They highlighted both the positive and negative consequences of globalisation

across cultural, economic, social, and political dimensions. The study also emphasised the Digital Era's role in facilitating globalisation processes, enhancing communication, data accessibility, and workforce capabilities. However, it noted challenges in Indonesia where HR has not fully embraced the Digital Era due to infrastructure limitations, costs, and educational disparities. Additionally, Friedman (2017) <sup>[9]</sup> explored how globalisation reshapes HR roles within organisations striving to meet high customer expectations for performance, quality, and cost-effectiveness. He argued that globalisation compels HRM to adapt by adding greater value and aligning with changing organisational needs. Drawing on Ulrich's HRM model and Hofstede's cultural dimensions theory, the study underscored the importance of global business acumen, cultural sensitivity, technical skills, and innovation, particularly in Multinational Corporations (MNCs).

In summary, these studies collectively underscored the transformative impact of globalisation on HRM, emphasising the need for strategic adaptation, technological integration, and cultural sensitivity to navigate challenges and leverage opportunities in the global marketplace.

### 3. Methodology

The study examined the impact of Globalisation on sustainable HRM practices in the manufacturing sector with special focus on Nestlé Nigeria Plc, in Ilupeju, Lagos, Nigeria. Ilupeju holds strategic importance as a bustling industrial and commercial hub within the region, benefiting significantly from its proximity to Lagos, Nigeria's largest city and economic capital. Nestlé Nigeria Plc's establishment in Ilupeju underscores its important role in the country's food and beverage industry. This presence does not only enhance local economic development but also contributes to the region's industrial landscape, fostering employment opportunities and generating economic activity through business partnerships and tax contributions.

This study utilised a descriptive survey research design, employing a quantitative approach. The primary objective of this design is to comprehensively describe the opinions, attributes, behaviors, views, and attitudes present within the targeted demographic. This method facilitated a detailed exploration and documentation of various aspects relevant to the study's focus. The study population consisted of direct employees in Nestlé Nigeria Plc in Ilupeju, Lagos State, Nigeria which are over 2,300 (nestle-cwa.com). Simple random sampling technique was employed to select participants for the study. Taro Yamane formula was adopted to determine the sample size of the study. Therefore, the sample size of the population of 2,300 using Taro Yamane's formula with 5% margin of error became approximately 341.

Primary and secondary sources of data collection was employed in this study. The primary source of data utilised a well-structured questionnaire tailored for this research, while the secondary data was gathered from diverse sources including journals, related literature, online articles, and other pertinent academic materials. These secondary sources provided background information, theoretical frameworks, and empirical evidence relevant to the study's subject matter. Close-ended questionnaire in a five-point Likert Scales was created. The researcher personally administered this questionnaire to gather primary data. This choice of data

collection instrument was based on the participants' literacy levels and the practicality of a close-ended format, which aligns well with their busy work schedules, ensuring efficient data collection.

The validity of the research instrument was done through expert evaluation while the reliability of the research Instrument was done using the test-retest method which entailed administering identical questionnaires to a pilot sample of respondents on two separate occasions. This allowed for assessing the consistency and stability of the instrument's measurements over time. The collected data was organised and presented using tables, frequencies, summaries, and percentages. The analysis was divided into two main sections. Section A examined the demographic characteristics of the study participants, while Section B delved into the study's main subject areas. Following this, the hypotheses were tested using the chi-square method.

#### 4. Results and Analysis

A total of 341 respondents were administered with questionnaires at Nestlé Nig Plc, Ilupeju, Lagos State, however, 300 questionnaires were filled appropriately and returned. This constituted a return rate of 88% which is suitable for analysis.

#### Demographic Characteristic of the Respondents

**Table 1:** Gender of Respondents

Gender	Frequency	Percentage
Male	224	75
Female	76	25
<b>Total</b>	<b>300</b>	<b>100</b>

Source: Field Survey, 2024

From the table above, it was deduced that 75% of the respondents are male while 25% of the respondents are female. This shows that the ratio of male to female employees is not even.

**Table 2:** Age Profile of Respondents

Age Bracket	Frequency	Percentage
20-25 years	140	46.7
26-30 years	71	23.7
31-35years	60	20
36- Above	29	9.6
<b>Total</b>	<b>300</b>	<b>100</b>

Source: Field Survey, 2024

The table above show the distribution of age among respondents. It can be deduced that majority of the employees are youths, which shows the demographic disparity of the respondents in Nestlé.

**Table 3:** Marital Status Profile of Respondents

Marital Status	Frequency	Percentage
Single	187	62
Married	113	38
<b>Total</b>	<b>300</b>	<b>100</b>

Source: Field Survey, 2024

From the table above, it was deduced that 62% of the respondents are single while 38% of the respondents are married.

**Table 4:** Years of working Experience

Institution	Frequency	Percentage
1-5	79	26.3
6-10	146	48.7
11-15	38	12.7
16 – Above	37	12.3
<b>Total</b>	<b>300</b>	<b>100</b>

Source: Field Survey, 2024

The table above shows the age demographic of employees at Nestlé Nigeria Plc, Lagos State, Nigeria.

#### Technological Advancements

**Table 5:** Technological Advancements have improved Efficiency in HR processes at Nestlé Nigeria Plc

Opinion	Frequency	Percentage
Strongly Agree	74	24.6
Agree	190	63.3
Disagree	5	1.7
Strongly Disagree	29	9.7
Undecided	2	0.7
<b>Total</b>	<b>300</b>	<b>100</b>

Source: Field Survey, 2024

The above analysis reveals that 74 respondents represent 24.6% Strongly Agreed, 190 respondents represent 63.3% agreed, 5 respondents represent 1.7% Disagreed to the statement and 9.7% respondents strongly disagree, whereas 0.7% remained undecided with the statement.

**Table 6:** New technologies introduced by globalisation have enhanced communication within Nestlé Nigeria Plc

Opinion	Frequency	Percentage
Strongly Agree	135	45
Agree	129	43
Disagree	20	6.6
Strongly Disagree	9	3
Undecided	7	2.4
<b>Total</b>	<b>300</b>	<b>100</b>

Source: Field Survey, 2024

The table above shows that majority of the respondents representing 45% and 43% strongly agreed and agreed respectively with the statement.

**Table 7:** Technological Changes have increased the demand for New Skills among Employees at Nestlé Nigeria Plc

Opinion	Frequency	Percentage
Strongly Agree	40	13.3
Agree	239	79.6
Disagree	8	2.6
Strongly Disagree	10	3.3
Undecided	3	1
<b>Total</b>	<b>300</b>	<b>100</b>

Source: Field Survey, 2024

The above table clearly shows that a large majority of the respondents are in support of the statement above.



## Demographic Changes

**Table 8:** Nestlé Nigeria Plc has adapted its HR policies to accommodate different age groups in the workforce

Opinion	Frequency	Percentage
Strongly Agree	35	11.6
Agree	229	76.3
Disagree	5	1.6
Strongly Disagree	29	9.6
Undecided	2	0.6
<b>Total</b>	<b>300</b>	<b>100</b>

Source: Field Survey, 2024

The table above shows an analysis which 35 respondents represent 11.6% Strongly Agreed, 229 respondents represent 76.3% agreed, 5 respondents represent 1.6% Disagreed to the questionnaire and 9.6% respondents strongly disagree, whereas 2 (0.6%). remained undecided to the statement.

**Table 9:** Changing demographics have influenced recruitment strategies at Nestlé Nigeria Plc

Opinion	Frequency	Percentage
Strongly Agree	144	44.8
Agree	127	41.3
Disagree	10	6.3
Strongly Disagree	11	7.3
Undecided	3	2.5
<b>Total</b>	<b>300</b>	<b>100</b>

Source: Field survey, 2024

The table above shows that; a majority consisting 144 (44.8%) and 127 (41.3) support the statement above.

**Table 10:** Demographic shifts have impacted the Training and Development Programs at Nestlé Nigeria Plc

Opinion	Frequency	Percentage
Strongly Agree	40	13.3
Agree	239	79.6
Disagree	8	2.6
Strongly Disagree	10	3.3
Undecided	3	1
<b>Total</b>	<b>300</b>	<b>100</b>

Source: Field Survey, 2024

The above table clearly shows that a large majority of the respondents are in support of the statement above on demographic shifts.

## Labour Mobility

**Table 11:** Labour mobility has facilitated knowledge sharing across different regions within Nestlé Nigeria Plc

Opinion	Frequency	Percentage
Strongly Agree	185	61
Agree	50	17
Disagree	54	19
Strongly Disagree	9	2.4
Undecided	2	0.6
<b>Total</b>	<b>300</b>	<b>100</b>

Source: Field Survey, 2024

It can be deduced from the table above that most of the respondents agree with the statement concerning labour mobility and the exchange of knowledge.

**Table 12:** Mobility programs have helped Nestlé Nigeria Plc attract and retain talent from diverse backgrounds

Opinion	Frequency	Percentage
Strongly Agree	135	45
Agree	129	43
Disagree	20	6.6
Strongly Disagree	9	3
Undecided	7	2.4
<b>Total</b>	<b>300</b>	<b>100</b>

Source: Field Survey, 2024

The table above shows that majority of the respondents representing 45% and 43% strongly agreed and agreed respectively with the statement above.

**Table 13:** Managing Mobility of Employees has become more complex due to Globalisation at Nestlé Nigeria Plc

Opinion	Frequency	Percentage
Strongly Agree	108	36
Agree	29	9.6
Disagree	87	29
Strongly Disagree	42	14
Undecided	34	11.4
<b>Total</b>	<b>300</b>	<b>100</b>

Source: Field Survey, 2024

The table above shows that 36% and 9.6% of the respondents agreed to the statement on managing employee mobility at Nestlé, however, 29% and 14% of the respondents disagreed, while 11.4% could not decide.

## Hypothesis Testing

### Hypothesis One

**H<sub>01</sub>: Technological advancement has no Impact on Human Resources Management Practices.**

Responses	0	E	o-e	(o-e) <sup>2</sup>	$\frac{(o-e)^2}{e}$
Strongly Disagree	201	16	185	34,225	2,139.1
Disagree	38	16	22	484	30.25
Strongly Agree	35	16	19	361	22.6
Agree	11	16	-5	25	1.6
Undecided	15	16	-1	1	0.1
Total	300			35,096	2,193.7

### Chi-square computation 2024

$$X^2 = 2,193.7$$

$$\text{Degree of freedom DF} = (r-1)(c-1)$$

$$= (5-1)(2-1) 4 \times 1 = 4 \text{ DF} = 4$$

$$\text{Level of significance} = 0.05 \text{ While tabulated value} = 7.815 \text{ 2,193.7} > 7.815$$

**Decision Rule:** Reject null hypothesis ( $H_0$ ), and accept alternative hypothesis ( $H_1$ ), which state that, “technological advancements influence human resources management.”

### Hypothesis Two

**H<sub>02</sub>: Demographic changes have no impact on human resources management.**

Responses	0	E	o-e	(o-e) <sup>2</sup>	$\frac{(o-e)^2}{e}$
Strongly Disagree	251	16	235	55,225	3,451.5
Disagree	23	16	7	49	3.1
Strongly Agree	12	16	-4	16	1
Agree	10	16	-6	36	2.3
Undecided	4	16	-12	144	7.1
Total	300			55,440	3,464.8

**Chi-square computation 2024**

$$X^2 = 3,464.8$$

$$\text{Degree of freedom DF} = (r-1)(c-1)$$

$$= (5-1)(2-1) 4 \times 1 = 4 \text{ DF} = 4$$

$$\text{Level of significance} = 0.05 \text{ While tabulated value} = 7.815 \quad 3,464.8 > 7.815$$

**Decision Rule:** Reject null hypothesis ( $H_0$ ), and accept alternative hypothesis ( $H_1$ ) which state that “demographic changes effect human resources management.”

**Hypothesis Three**

**H<sub>03</sub>: Labour mobility does not influence human resources management**

Responses	O	E	O-E	(O-E) <sup>2</sup>	$\frac{(O-E)^2}{E}$
Strongly Disagree	180	16	164	26,896	2,047.6
Disagree	93	16	77	5,929	370.6
Strongly Agree	7	16	-9	81	5.1
Agree	3	16	-13	169	10.1
Undecided	17	16	1	1	0.1
Total	300			32, 946	2,432.5

**Chi-square computation 2024**

$$X^2 = 2, 432.5$$

$$\text{Degree of freedom DF} = (r-1)(c-1)$$

$$= (5-1)(2-1) 4 \times 1 = 4 \text{ DF} = 4$$

$$\text{Level of significance} = 0.05 \text{ While tabulated value} = 7.815 \quad 2,432.5 > 7.815$$

**Decision Rule:** Reject null hypothesis ( $H_0$ ), and accept alternative hypothesis ( $H_1$ ), which state that “labour mobility influences human resources management.”

**5. Discussion of Findings**

In examining the impact of globalisation on sustainable Human Resources Management (HRM) Practices in the manufacturing sector, with special focus at Nestlé Nigeria Plc, the study explores several key dimensions based on the research objectives. On the impact of technological advancements on sustainable Human Resources Management practices, technological advancement has significantly enhanced efficiency in HR processes in the manufacturing sector specifically, at Nestlé Nigeria Plc. The introduction of new technologies, driven by globalisation, has streamlined administrative tasks such as payroll processing and employee data management. This automation has allowed HR professionals to allocate more time to strategic initiatives and employee development, thereby optimizing organisational effectiveness.

Communication within Nestlé Nigeria Plc has been notably improved by technological changes brought about by globalisation. Digital communication platforms and HRIS have facilitated quicker and more transparent communication between HR departments, management, and employees. This enhanced communication infrastructure supports better decision-making processes and fosters a more cohesive organisational environment. The technological changes spurred by globalisation have also intensified the demand for new skills among employees in the sector. The organisation has recognized the need for continuous upskilling and training to equip its workforce with the competencies required to adapt to technological advancements. This emphasis on skills development ensures employees remain competitive and capable in an evolving global marketplace.

On the impact of demographic changes on sustainable HRM practices, it was discovered that adapting HR policies to

accommodate different age groups within the workforce is crucial in the manufacturing sector, including Nestlé Nigeria Plc. Demographic changes influence recruitment strategies and necessitate tailored approaches to training and development programs. By catering to the diverse needs and expectations of employees across different demographics, Nestlé Nigeria Plc enhances engagement and retention while ensuring a productive and inclusive workplace environment. Also, regarding the influence of labour mobility on sustainable HRM practices, Labour mobility facilitated by globalization was discovered to have enabled Nestlé Nigeria Plc leverage knowledge sharing across regions and attract talent from diverse backgrounds. Mobility programs play a pivotal role in talent acquisition and retention strategies, allowing the organisation to capitalise on global expertise and perspectives. However, managing employee mobility presents complexities, including navigating immigration policies and addressing cultural adjustments, which require sustainable and strategic HR management practices to effectively support international assignments.

In conclusion, Nestlé Nigeria Plc's approach to sustainable HRM practices reflects a proactive adaptation to the challenges and opportunities presented by globalisation. By embracing technological advancements, demographic changes, and labour mobility, the organisation enhances its capacity for innovation, talent management, and organisational agility in a globalised marketplace.

**6. Conclusion and Recommendations**

Technological advancements driven by globalisation have significantly improved efficiency in HR practices in the manufacturing sector including Nestlé Nigeria Plc, enhancing communication and fostering a more agile and responsive organisational environment. However, the rapid pace of technological change also necessitates continuous skills development among employees to maintain competitiveness, adaptability and sustainability.

Demographic changes, including shifts in age and educational backgrounds, have prompted the manufacturing industry specifically, Nestlé Nigeria Plc to adapt its HR strategies to cater to the varying needs and expectations of its employees. This adaptability ensures that recruitment, training, and development programs are aligned with the evolving demographic landscape, thereby enhancing employee engagement and retention.

Labour mobility, facilitated by globalisation, has enabled the manufacturing industry including Nestlé Nigeria Plc to leverage global talent and facilitate knowledge sharing across its operations. However, managing the mobility of employees presents complexities related to immigration policies, cultural integration, and the logistical challenges of international assignments. Sustainable HR management practice plays a crucial role in supporting mobile employees and maximizing the benefits of global talent acquisition.

In conclusion, the manufacturing industry's proactive approach to HRM practices, specifically Nestlé Nigeria Plc, reflects its commitment to harnessing globalisation's potential while mitigating its inherent challenges. By embracing technological innovation, fostering cultural inclusivity, adapting to demographic shifts, and effectively managing labour mobility, the organisation enhances its organisational agility, innovation capacity, and competitive advantage in the global marketplace. Moving forward, continuous adaptation and innovation in sustainable HRM

practices will be essential for organisations in the manufacturing sector including Nestlé Nigeria Plc to sustain its leadership in a rapidly evolving global economy.

The following were however recommended in line with the findings of the study:

1. Continuous Technological Integration: Organisations in the manufacturing sector including Nestlé Nigeria Plc should continue to invest in and integrate advanced HR technologies to streamline processes further, enhance data analytics capabilities, and improve decision-making efficiency.
2. Flexible HR Policies: Develop flexible HR policies that accommodate the needs and preferences of different age groups within the workforce, promoting inclusivity and supporting career development at all career stages.
3. Focus on Skills Development: Expand initiatives for continuous skills development and training to equip employees with the necessary competencies for adapting to technological advancements and evolving job roles.
4. Strategic Talent Mobility Programs: Strengthen talent mobility programs to effectively manage international assignments, provide adequate support for expatriates, and facilitate knowledge exchange across global teams.
5. Regular HR Strategy Reviews: Conduct regular reviews of HR strategies and practices to ensure alignment with global trends, emerging technologies, and changing workforce demographics, adapting proactively to maintain competitiveness

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