INTERNATIONAL HUMAN RESOURCE MANAGEMENT SRATEGIES OF MULTILATERAL AGENCIES AND SERVICE PERFORMANCE OF THE WORLD HEALTH ORGANISATION IN NIGERIA

[1]Dr. O.A. Ogunkoya, [2]Dr. O.O. Ariyo, [3]Mr. Opaluwa Shehu and [4]Mr Azeez Adebay O O.
[1, 2,3&4]Department of Business Administration, Olabisi Onabanjo University, Ago-iwoye, Ogun State
Email: ogunkoya.olufemi@oouagoiwoye.edu.ng, [2]ariyo.oludayo@oouagoiwoye.edu.ng,
[3]opaluwa_s@yahoo.com & [4]bayoazeez34@gmail.com

Abstract
A significant barrier to the expansion of worldwide organizations' operations of a multilateral agency is the lack of skilled and competent human resources. Modern global enterprises are more aware of this fact than ever before as a result of the development of the knowledge-based society and the drive to open up emerging markets. This study looked at the service delivery of the World Health Organization in Nigeria and the global human resource management techniques of a multilateral agency. Quantitative content analysis design was ultilised via the administration of structured questionnaire to the 285 respondents using the census survey sampling technique, where the sample size is the population of the study. A pilot study was conducted within an interval of two weeks that yielded a correlation coefficient of 0.87, which indicated that the instrument is reliable. Hypotheses were formulated and SPSS 23 was employed for the data analysis and to estimate the regression model accordingly. The result revealed that transfer of human resource policies and practices from the international headquarters to the subsidiary host countries as well as the deployment of personnel from the head office to the host subsidiary offices both have positive and significant effect on the service performance of the World Health organization in Nigeria. The study recommends that Multi-Lateral Agency (MLA) should always factor in the host country peculiarities and uniqueness in the transfer of policies and practices from the International Headquarters of Multi- Lateral Agency to the host subsidiary offices in order to achieve the predetermined goals and objectives of the MLA as a distinct global entity. The issue of deployment of personnel from the multi- Lateral Agency Headquarters to the subsidiary offices should be handled with utmost care and sensitivity it deserves, because international human resources and intellectual human capital is more significant than the financial assets in building sustainable competitive advantages of a Multi-Lateral Agency in the host country in the final analysis.
Keywords: *International HRM, multilateral agency, performance, Nigeria*

Introduction

The cornerstone of an organization's existence is frequently made up of some fundamental resources: material, machinery, money, techniques, and people. The expression "people are the firm's most valuable resource" is typically featured in corporate mission statements and annual reports of companies. In support of this claim, Drucker (1954) stated that "the most valuable assets of a 20th-century company were its production equipment, and the most valuable asset of a 21st-century institution, whether business or non-business is its knowledge, workers, and their productivity." It is worthy of note, that Drucker was a creative thinker who foresaw the emergence of the information economy and the knowledge-based

workforce. Thus, the phrase "management by objectives" (MBO) was also his invention.

Recruitment and selection are of the utmost importance to the survival and success of any organization. According to Ivan, Turyareeba, Wagima, Wemesa, Ssebbaale, and Moses (2020), job analysis (identifying the contents and schedules in a job) and manpower planning (maximizing the use of the available human resources to achieve the organizational objectives) are the first steps in human resource management. Additionally, it covers employee performance evaluations (ratings of employee performance), wage and salary payments, and prompt dispute settlement. Human resource (HR) functional area professionals now have serious organizational position rating due to the acknowledgement of HRM as a vital source of competitive advantage. Human capital has traditionally been seen as a crucial resource in the majority of organizations (Pfeffer, 1994). In contrast to the last decade, when organizations handled their human capital through the personnel department, a relatively small section of the company, today's businesses are attempting to add value to their human resources, and an HR department has been established to do so. Human resource management (HRM) is the practice of managing human capital (Al Rasheed & Joyce, 2017).

State control over goods, people, and capital within their borders was very strong in the past, as a result of today's global interconnection, state control over these resources is becoming less stringent comparatively. This results in a faster cross-border flow of goods, services, capital, and technology.

It should be noted that, regardless of the reasons for an organization's worldwide expansion, human resource management is crucial to the success of the global marketplace. Good human resource deployment, practices and strategies have been critical in attracting, developing, and retaining a bright and dynamic workforce to achieve company goals and objectives (Scullion, 2001; Wild & Wild, 2013). International human resource management is a component of human resource strategy formulation and implementation that deals with the level of complexity that brings out several layers of challenges to organization management that conducts business on a global scale. There are five functional categories that are significant in international HRM. These involve hiring and selection, training and development, and performance management. They also include managing multicultural and foreign teams (Iles, 1995).

Hendry (1994) looked into human resource management in the context of the global corporation. He suggests three key themes for international HRM, including managing overseas relocation, creating suitable career systems, and growing the organization through corporate culture. He also noted that as a corporation becomes more globally oriented, the focus will shift to the following areas:

(i)Expatriate selection and management of their terms and conditions; (ii) Training in preparation for assignments and their management through a formal career system with personal development in mind, including the extension of this system to an increasingly diverse and dispersed population; and (iii) Finally, a broader educational effort to internationalize the organization as a whole. Permutters (1969) established the following fundamental methods to the study of international human resource management strategies: (i) Ethnocentrism - is the deployment of human resources that suggests filling all key positions in home and foreign operations with nationals of the parent country. (ii) Polycentric in IHRM is concerned with the deployment of citizens from the home country to host international activities. (iii) A region-centric model entails the movement of workers across borders, but generally within the same geographic area (iv) Geocentrism is an international human resource notion that a country is inconsequential and that knowledge, core competencies, and skills in demand by work schedules are the most important factors of recruitment and selection criteria.

It is notable that the consequences of global human resource (HR) management strategies on employee service delivery and organizational performance (OP) are receiving more and more attention. The curiosity is motivated by the idea that human resources should be taken into account while making strategic decisions. Therefore, the application of human resource policies (HR policies and practices) may be a crucial source of sustained service performance, especially when it is in line with the goals of the business (Kehoe & Wright, 2013; Pombo & Gomes, 2018). A properly designed, developed, and implemented international human resources policy and practice plan has the ability to influence employee service performance and direct economic advantages, which are sometimes referred to as outcomes or outputs intended for the business in the long run.

Employees' views toward job satisfaction, which ultimately contributes to their dedication to effective and efficient service delivery in the business, are connected to how fair they perceive policies and procedures to be. As a result, it was discovered that perceptions of effective HR policies and procedures had a favorable impact on the results of both individuals and businesses (Pombo & Gomes, 2018; Li, Rees, & Branine, 2019). There is a strong evidence that the organization's high-performance level and the way its workers view its policies and procedures are related. Numerous additional researches have demonstrated that, as opposed to the actual implemented processes, the employee's impression of HR policies and practices has a greater influence on service behavior and performance outcomes (Pombo & Gomes, 2018). Based on the aforementioned, one can safely assume that there is a tight relationship or connection between international human resource management strategies of multilateral agencies and service performance of the World Health Organization in Nigeria.

Prior to now, the majority of research on multilateral agencies has concentrated primarily on activities related to multilateral organization and open government partnership, creation of an environment that promotes social innovation, global strategies for universal health coverage, and global action plan for healthy lives and well-being in collaboration with governments of countries, with little effort and attention paid to international human resource management strategies, policies, procedures, and practice of multilateral agencies (Pombo & Gomes, 2018).

The subject under reference is one of the least researched areas of Multilateral Agencies. The majority of the few studies that are available come from developed economies. The goal of this study is to experimentally examine the connection between international human resource management strategies and the service performance of World Health Organization in Nigeria.

Research Hypotheses

(i) Transfer of Human Resources Policies and Practices from International Headquarters to the host country do not significantly affect the service performance of the World Health Organisation, (WHO) in Nigeria

(ii) The deployment of personnel from the International Headquarters to the host office does not have strong effect on the service delivery of World Health Organisation (WHO) in Nigeria

Review of Related Literature

Concept of International Human Resource Management (IHRM)

IHRM is a large and growing field of research. Cross-cultural management, comparative IHRM, and strategic IHRM in Multilateral Agencies (MLAs), including expatriation/repatriation, are just a few of its numerous subfields. The goal of the field is to improve the experiences of various stakeholders by comprehending, researching, applying, and reviewing all HR activities in internal and external contexts as they affect HR management procedures in organizations around the world (Schuler & Tarique, 2007).

Culture, FDI, knowledge management, leadership, and CSR are some of the variables that are associated with IHRM as part of the IHRM process, a number of human resource policies and practices are established and adapted in cross-cultural situations (Dickmann, Brewster & Sparrow, 2008). IHRM in the modern environment is defined as efforts to pursue competing objectives. MLAs may thus utilize cost-effective ways to manage their staff across all of the countries where they do business, meeting global cohesion goals. MLA policies and programs will be easily transferrable from one country to another (Dickmann, Brewster & Sparrow, 2008).

Concept of Multi-lateral Agency:

There are a growing number of worldwide initiatives and pressures at work in international development cooperation, pushing and pressing development agencies to adopt management systems aimed toward reform and above all, positive results. Since the Monterrey Conference in 2002, the international development community - both partner nations and donors - has focused on managing its efforts to produce the best possible development achievements. This is not to say that attempts at development did not achieve results prior to 2002; however, what is new is a shared understanding of the need to think about results, and ways to achieve them, from the start of any initiative, enterprise, or project - and then to monitor progress and continue shaping the effort so that the desired results are actually achieved" (Andreas, 2007).

A multilateral agency is a sort of organization that is a member of an international institution that binds large states and opposes unilateralism by providing lesser powers some authority, voice, and influence (Acharya, 2018). Multilateral agencies allow one great power to influence another great power, or for a great power to seek dominance through bilateral negotiation and compromise with one another. Multilateralism is further defined as an institutional entity that coordinates relations among three or more states based on generalized principles of conduct that specify appropriate conduct for a class of actions, without regard to particularistic interests of the parties or strategic exigencies that may exist in any occurrence (Acharya, 2018).

Concept of Service Performance:

Performance serves as a gauge of a company's capacity to successfully accomplish its objectives. Additionally, according to the organization's senior management, employee performance is the accomplishment of duties carried out by one or more persons. It includes adhering to established, acceptable norms while successfully utilizing the resources at hand in a continuously shifting context (Ngwa, Adeleke, Agbaeze, Ghasi, & Imhanrenialena, 2019). The ability of a product to deliver the benefits that the service provider claims it can in terms of customer satisfaction is referred to as service performance (Ariyo, 2020).

Comparing an organization's real output or results to its anticipated outcomes (or aims and objectives) also takes into account the organization's actual output or results (Abey, 2017). He identifies three separate areas of firm outcomes that are covered by service performance, financial results (profits, return on assets, return on investment, etc.); product market performance (sales, market share, and shareholder return total shareholder return, economic value added (Abey, 2017).

International Human Resources Strategies of Multilateral Agencies and Service Performance

Pak and Kim (2018) proposed a link between HRM practices and firms' service performance based on a large body of empirical evidences. The empirical research conducted by (Li, Rees, & Branine, 2019) on the relationship between operational performance at work and human capital handling (HRM) found a positive and significant association between HRM practices and policies that are effective. According to Joseph and Dai's (2009) study on the relationship between organizational effectiveness and human resource management practices, there is a significant relationship between IHRM practices and firm service performance. Strategic HRM alignment is also a significant contributor to a business's overall service performance. Consequently, based on the research that is currently accessible, strategic HRM has been shown to gradually increasing the overall performances as well as decrease the rate of staff turnover.

Guchait & Cho (2010) conducted research on employee commitment and turnover intention (TI), two outcomes in small- and medium-sized enterprises (SMEs) in mainland China. Understanding the relationship between workers' views of HRM practices and employee outcomes in Chinese SMEs provides SME owners and HR professionals with a useful method of encouraging the constructive attitudes and behaviors that would ultimately enhance organizational performance. According to certain theories, opinions about HR rules have a significant impact on how employees behave and work in the final analysis. This is consistent with study by Li, Rees, and Branine (2019), which examined the relationship between staff commitment and turnover intention (TI) at small- and medium-sized enterprises (SMEs) in mainland China and perceptions of HRM practices. As a result, SME owners and HR specialists now have a useful tool for promoting positive attitudes and actions among staff members, which in turn enhances organizational performance.

Theoretical Framework

Attribution Theory

Attribution is a procedure that enables people to identify the causes of other people's behaviors and so have a better understanding of their unchangeable personalities and characteristics. Kelly's model of covariation is an attribution theory that proposes explanations for why and how people act in specific ways. It is troubled by two fundamental issues: self-perception and social perception (Kelly, 1973). Furthermore, the attribution theory addresses how the social perceiver utilizes evidence to arrive at basic interpretations for occurrences. Kelly also separated the potential reasons of an event into three categories, these include person (internal), the stimulus (external), as well as the setting.

Attribution theory is also used to better understand how employees comprehend managerial procedures. Kelly introduced attribution theory in 1973, but it was not

widely applied in the field of human resources until the 1980s (Gardner & Wright 2009; Hewett, Shantz, Mundy, & Alfes, 2017). The idea stresses how people casually explain their surroundings, as well as the repercussions of their perceptions and beliefs. It posits that individuals behave similarly to novice scientists attempting to understand the causes of events (Gardner & Wright 2009; Hewett, Shantz, Mundy, & Alfes, 2017).

Applying this rationale to international HRM management, it may be stated that workers tend to make sense of the desired attitudes and outcomes in work process. Line managers are accountable for communicating HR policies, practices and procedures to workers, which in turn determine and influence their overall service performance in an organisation (Den Hartog, Boon, Verburg, & Croon, 2013). Furthermore, line managers' attributions of HR rules may differ from and predate workers' attributions of the same HR regulations. This suggests that managers' attributions of HR rules, practices and procedures impact employees' attributions (Hewett, Shantz, Mundy, & Alfes, 2017).

Empirical Review of Literature

Leigh (2015) investigated whether assistance donors are interested in the rationale for providing aid through bilateral vs multilateral channels, and more precisely, whether route is more "effective" in supporting positive development and social outcomes. We add to the research on this topic by presenting new OECD statistics on aid flows and analyzing assistance literature theoretical arguments on the many factors that promote the efficacy of bilateral vs multilateral help.

The empirical literature is then reviewed, including 40 publications examining the efficiency of various aid routes on various outcomes. Many researches do not explicitly compare the effectiveness of help channels, and the definition, measurement, and evaluation of aid channels varies among studies. Furthermore, these studies do not explicitly test the expected benefits of one aid channel vs another; rather, they examine the relationships of bilateral versus multilateral aid flows with development outcomes, assuming some causal mechanism is at work to explain variations in impact.

Studies further examined research that report the effects of assistance on GDP growth, governance, government investment spending, health, the HDI, poverty, and private investment and find no consistent evidence that bilateral or multilateral aid is more successful. The lack of compelling evidence supporting either assistance route is most likely owing to discrepancies in the methodology of the research included in this review, but it might also be due to variances in how theoretical justifications for either channel apply in various contexts (Leigh 2015).

According to (Vinicious & Nina, 2016), states and multilateral organizations are increasingly evaluating the efficiency of multilateral development organizations

(MOs). The concept of efficacy and the general goal of assessments differ greatly. These evaluations may promote organizational responsibility, stimulate learning, and guide donor plans and/or finance. Simultaneously, a substantial corpus of international relations (IR) study investigates multilateral efficacy. Scholars have emphasized the significance of commanding stakeholder support, effective delegation and legitimate governance, internal bureaucracy management, and producing outcomes on the ground. This IR investigation, however, has not contributed to or been recognized in ongoing policy discussions. This working paper aims to bridge the gap between the international relations literature and the policy literature on multilateral efficiency. It is based on a survey of the main and secondary literature, as well as consultations with subject matter experts and academics. The report contributes significantly to the subject by identifying how policymakers and scholars have judged effectiveness, the problems of measuring effectiveness and prospective research options for scholars to undertake (Vinicious & Nina, 2016).

According to Guest, Michie, Conway and Sheehan (2003) study on the relationship between HRM and performance in 366 UK companies using objective and subjective performance data as well as cross-sectional and longitudinal data, there was some evidence of an association between HRM as expressed by the number of HR practices used and performance. However, there was no convincing evidence that increased use of HRM would result in enhanced performance.

"Human Resource Management Practices and Organizational Performance," by Joseph and Dai, was published in 2009. An empirical study was undertaken with 320 firms, utilizing factor analysis to examine 13 bundles of HRM practices. They discovered, among other things, that there is a strong correlation between HRM practices and company success, as well as that strategic alignment within HRM has an influence.

Methodology

This study used quantitative content analysis because it provides a structured way of analyzing data that is typically open-ended and relatively unstructured, and it involves the classification of parts of a text using a structured, systematic coding scheme from which conclusions could be easily drawn. Content analysis might be quantitative or qualitative (Schreier 2012). The study's population of interest consisted of 285 WHO Nigeria workers who got the questionnaire notice via their WhatsApp group. Furthermore, due to the homogenous character of the study's target group, the questionnaires were distributed to all respondents using the aforementioned medium. This allows respondents to express their level of approval or dissatisfaction with the questionnaire's numerous question items.

The accuracy of the instrument was assessed using the content validity index (CVI) by three distinguished academics and four human resource managers from multinational corporations. The assessors graded the instrument on a scale of 1 to 2

(relevant and irrelevant), and the result was 0.8560, indicating that the instrument was exceptionally valid. A pilot study was done to determine the instrument's level of reliability using the test-retest process. The questionnaire was administered twice over the course of fourteen days, and the association between the results of the first and second tests confirmed the instrument's reliability, with a Cronbach alpha of 0.87. 285 questionnaires were distributed to the intended respondents, with 252 copies returned and utilised and resulted in an 88% response rate, which is adequate for our study. The study's purpose and hypothesis influenced the data analysis procedure. SPSS 23 was used to analyze the data and estimate the regression model accordingly.

Results and Discussion

Hypothesis one

Ho_1: Transfer of human resources policies and practices THRPP) (from international headquarters to the host country office do not significantly affect the service performance of the World Health Organisation, (WHO) in Nigeria

Table 1: Synopsis of the outcome for the variable that is dependent, service quality

Variable(s)	**Coefficient**	**Fc**	**P-Value**
THRPP	0.410	3.753	0.007
F-Statistics = 4.236 (0.004)		R-Square = 0.188, Adj-R-Square= 0.129	

Author's computation from SPSS 23

The results summary in Table 1 shows that the transfer of human resources policies and practices (THRPP) from the global headquarters to the affiliate host country has both a beneficial and significant effect on the service performance of the World Health Organization (WHO) office in Nigeria, with coefficients and probability values of 1= 0.410, P-value0.05. The F-stat (4.236, P-value0.05) illustrates the general applicability and effectiveness of the regression equation. It implies that the World Health Organization's (WHO) service performance in Nigeria could have been anticipated properly using the THRPP.

The value of the coefficient of prediction (R2) suggested that service delivery is responsible for 18.8% of the variation in the transfer of human resources policies and procedures (THRPP) from global headquarters to subsidiary host country, while other factors not included in the model are responsible for 81.2% of the variation.

Hypothesis two:

Ho₂: The deployment of personnel from the international headquarters, **(**DPERFIHQ) to the host subsidiary country, has no significant effect on the service performance of World Health Organisation (WHO), in Nigeria

Table 4.2.3: Synopsis of the outcome for the variable that is dependent, service quality

Variable(s)	**Coefficient**	**Fc**	**P-Value**
DPERFIHQ	0. 721	66.327	0.000
F-Statistics = 11.496 (0.000)		R-Square = 0. 396, Adj-R-Square= 0. 374	

Author's computation from SPSS 23

In accordance with the findings summed up in Table 2, the movement personnel from the global headquarters (DPERIHQ) to the host subsidiary countries has both a positive and significant impact on the service performance of the WHO in Nigeria, with correlations and probability values of 1= 0. 721, P-value0.05.

The outcome of the regression model's overall fitness and significance are displayed by the F-stat (11.496, P-value 0.05). According to this, DPERFIHQ is an accurate gauge of how well the World Health Organization in Nigeria would perform in terms of providing services. The coefficient of determination (R2) indicated that DPERFIHQ accounts for 39.6% of the variation in service performance. However, the statistical model was unable to account for 60.4% of the variance in the quality of services, suggesting that there may be more contributing variables to the World Health Organization's performance in Nigeria.

Conclusion and Recommendations

The host country is a primary driver of Multilateral Agency (MLA) operation, with special reference to the World Health Organization (WHO) in Nigeria. Similarly, the study found that deploying staff from international headquarters (DPERFIHQ) to the host country had a favorable and substantial impact on WHO's service performance in Nigeria.

Based on the findings of this study, the study recommends that;

i. Transferring to the subsidiary human resources policies and procedures (THRPP), the study recommends that MLAs should always factor in the host country peculiarities and uniqueness, in the transfer of policies and practices from the International Headquarters of Multilateral Organizations to the subsidiary offices, in order to achieve the predetermine goals and objectives of the multilateral Agency, as a distinctive global entity in the host country.
ii. Multilateral Agency should be circumspect and cautious on the nature and category of personnel deployed from headquarters to the host country, in order

to harness the benefits of cross-fertilization of ideas, experiences and cultures. It is worthy of note that international deployment of workers should be properly planned and handled by the MLAs' headquarters to the subsidiary office, in order to avoid mutual suspicion and distrust among members of staff, that may inadvertently and invariably affect the service delivery of MLAs subsidiaries.

References

Abey, F. (2017). Human resource management: International human resources management. MBA knowledgebase. (retrieved from https://mbaknowl.com)

Acharya, A. (2018). "Multilateralism and the Changing World Order", The Oxford Handbook on the United Nations, Oxford University Press, pp. 780–796.

Al Rasheed, T. & Joyce, P. (2017). Public Governance and Strategic Management Capabilities: public governance in Gulf States

Andreas O. (2007). Multilateral Organisations Performance Assessment: Opportunities and Limitations for Harmonisation among Development Agencies

Ariyo, O. (2020). Effect of Service Quality Dimensions on Customer Satisfaction and Loyalty in the Nigerian Telecommunications Industry (PhD,OOU, Agoiwoye, Ogun State, Nigeria.

Den Hartog, D. N., Boon, C., Verburg, R. M., & Croon, M. A. (2013). HRM, communication, satisfaction, and perceived performance: A cross-level test. Journal of Management, 39(6), 1637-1665. https://doi. org/10.1177/014920631244011

Dickmann, M., Brewster, C. & Sparrow, R. (2008). *International Human Resource Management: A European Perspective*, Routledge, London.

Drucker, F. (1954). The practice of management. Harvard Business Press, Boston Massachusetts

Gardner, T. M., & Wright, P. M. (2009). Implicit human resource management theory: a potential threat to the internal validity of human resource practice measures. The International Journal of Human Resource Management, 20(1), 57-74. https://doi. org/10.1080/0958519080252837

Guchait, P., & Cho, S. (2010). The impact of human resource management practices on intention to leave of employees in the service industry in India: the mediating role of organizational commitment. *The International Journal of Human Resource Management, 21(8), 1228-1247.* https://doi.org/10.1080/09585192. 2010.483845

Guest, E.Michie, J. Conway, N. & Sheehan, M. (2003). Human resource management and corporate performance in the Uk. *British Journal of Industrial Relations,* 41(2) Pp. 291-314.

Hendry, C. (1994). Human resource strategies for international growth. London: Routledge.

Hewett, R., Shantz, A., Mundy, J., & Alfes, K. (2017). Attribution theories in Human Resource Management research: a review and research agenda. The International Journal of Human Resource Management, 29(1), 87- 126. https://doi.org/10.1080/09585 192.2017.1380062

Iles, P. (1995). International HRM', in C and Salaman, G strategic human resource management, Oxford: Blackwell

Ivan, B., Turyareeba, D., Wagima, C., Wemesa, R., Ssebbaale, E. and Moses, K. (2020). Human Resource Planning Process and Its Influence to the Performance of Health Sector in Uganda: A Case Study of International Hospital Kampala (IHK). *Open Journal of Business and Management*, **8**, 2248-2261

Joseph, K. E. & Dai, C. (2009). Research publication on *International Journal of Business and Management.* Vol.2, No.8.

Kehoe, R. R., & Wright, P. M. (2013). The impact of highperformance human resource practices on employee's attitudes and behaviors. Journal of Management, 39(2), 366-391. https://doi. org/10.1177/0149206310365901

Kelley, H.H. (1973) The processes of causal attribution.

American Psychologist, 28, 107–128.

Kelley, H.H. (1973) The processes of causal attribution.

American Psychologist, 28, 107–128.

Kelley, H.H. (1973) The processes of causal attribution.

American Psychologist, 28, 107–128.

Kelly, H. (1973). The Processes of Causal Attrition. American Psychologist, 28, 107 - 128

Leigh, A. (2015). Relative Effectiveness of Bilateral and Multilateral Aid on Development and Social Outcomes

Li S., Rees C., Branine M (2019). Employees' perceptions of human resource management practices and employee outcomes: Empirical evidence from small and medium-sized enterprises in China. *Employee Relations*, 41 (6), pp. 1419-1433.

Ngwa, W. Adeleke, B. Agbaeze, E, Ghasi, N., &Imhanrenialena, B.(2019). Effect of reward system on employee performance among selected manufacturing firms in the litoral region of Cameroon. Academy of Strategic Management Journal, 18(3), pp. 1–16.

Pak, J., & Kim, S. (2018). Team manager's implementation, implementation, high performance work systems intensity and performance: A multilevel investigation. Journal of Management, 44(7), 26902715. https:// doi.org10.1177/ 014920631 6646829

Permutter, M. (1969). The tortuous evolution of Multinational Corporation. Columbia journal of World business,2 (3) 18 -32

Pfeffer, J. (1998). *The human equation*, Boston, M.A: Harvard Business School Press.

Pombo, G., & Gomes, J. (2018). How does work engagement mediate the association between human resources management and organizational performance? Problems and Perspectives in Management, 16(3), 63-79. http://dx.doi.org/10.21511/ ppm.16(3).2018.06

Scullion, H. (2001) 'International human resource management' in *Human Resource Management: A Critical Text*,J.Storey (eds.), Thompson Learning, London, pp. 288- 313

Schreier, M. (2012). Qualitative content analysis in practice. London: Sage.

Schuler, S. &Tarique, I. (2007) '. International human resource management: A North American perspective, a thematic update and suggestions for future research', *The International Journal of Human Resource Management*, 18, (5,) 717- 774

Vinicious L. & Nina, H. (2016). Assessing the Effectiveness of Multilateral Organizations

Wild, J. & Wild, K. (2013) *International Business: The Challenges of Globalsation*, Pearson, Essex.