



Effect of Multidimensional Human Resource Strategies on Organizational Competitiveness in the Global Business Environment: A Conceptual Study

Mr. Sani Iliya & Mr. Hamza Abubakar Sadiq Sule

B.Sc. Business Administration Students, Skyline University Nigeria

Received: 15.05.2025 | Accepted: 21.05.2025 | Published: 24.05.2025

***Corresponding Author:** Mr. Sani Iliya & Mr. Abubakar Sadiq Hamza

DOI: [10.5281/zenodo.15501466](https://doi.org/10.5281/zenodo.15501466)

Abstract

Original Research Article

It investigates how using a mix of human resource approaches affects a company's competitiveness worldwide, with a look at Kano State in Nigeria. The main difficulty is that organizations in emerging economies have to survive the disruption and rapid changes happening worldwide in business and technology. The paper combines the findings of extensive research and cemented laws of people management to identify four essential elements of a human resource strategy: recruiting workers, helping them stay onboard, managing achievements in dynamically changing circumstances and improving their professional development. The method focused on a conceptual review, combining results from 20 peer-reviewed works, academic papers and reports from the area. I was able to examine the connection between HR strategies and how competitive a company is, whether operating within the same country or internationally. Setbacks faced by organizations involved in effective talent management, flexible performance assessments, continuous upskilling employees and well-designed development for their workforce. So, it is common for firms in Kano State and similar markets to face challenges in several areas which negatively affects their performance on a global scale. The study therefore suggests that companies organize talent management processes, move to flexible performance methods, ensure their employees are always learning and focus on improving the entire workforce. These strategies help a company remain flexible, efficient and competitive in the unstable worldwide economy.

Keywords: Human Resource Strategies, Organizational Competitiveness, Agile Performance Management, Workforce Development.

Citation: Iliya, S., & Sule, H. A. S. (2025). Effect of multidimensional human resource strategies on organizational competitiveness in the global business environment: A conceptual study. *ISA Journal of Business, Economics and Management (ISAJBEM)*, 2(3), 200-208, May-June.

1.0 INTRODUCTION

In this day and age, when both business and globalization are advancing quickly, managing employees efficiently is crucial to a company's success. In the international environment, HR approaches including talent management, evaluating performance, engaging staff and helping employees change careers are now considered valuable for driving both growth and stability of an organization (Boxall & Purcell, 2016). Firms that operate globally look for new ways to develop their employees to keep ahead in markets that continue to change rapidly (Budhwar & Debrah, 2019). As a result of all

three developments, traditional HR systems now need to be updated with strategies that address all aspects of business operations, both inside and outside the organization. Considering these factors, it is now evident that human resource strategies influence market success, the ability to innovate and an organization's ability to cope in the global market (Farndale et al., 2019). More and more literature is being published about the link between HR strategies and how competitive organizations are in different areas and industries. Studies from a decade earlier mainly discussed the role of hiring, salaries and training in determining how well a company performs (Delery

& Doty, 1996). Presently, researchers are looking at HR practices more broadly, including human resources as key drivers of results within companies (Sundararajan et al., 2022; Mohammed, 2022). Specifically, Aliyu explains that cultivating capable workers in HR development allows health informatics to cope well with technology and stay ahead in healthcare. These authors highlight that increased business flexibility and extended reach into the online market are achieved with the help of human resource-centered e-commerce knowledge. While these developments have taken place, there are still many issues regarding how various HR strategies combine to boost the competitiveness of organizations in both emerging economies and local areas.

Onyeukwu et al. (2023). found that in Nigeria, business owners face extra challenges with workforce management due to instability in the economy, inadequate infrastructure and political and social instability. While research on reskilling and upskilling in Nigeria's IT industry is being advanced, there is still a lack of conceptual research that ties together many areas of HR management in the context of global pressures. Most empirical studies separately study aspects such as training or compensation, but rarely analyze how they interact. In addition such studies often presume that what is true across the country is also true in places like Kano which is a center for commerce in the region (Lawal et al., 2021). As a result, working on this issue matters because it makes it possible to build HR approaches suitable for both the global and regional business environments. By studying this, experts may create a multi-dimensional plan for HR strategies that boosts a company's success in all types of markets. Because of its focus on human resource, strategy and business management, the study aims to satisfy the need for more research made for emerging economies (Budhwar & Debrah, 2019). It fits with Mohammed (2023a) by arguing that developing human resources strategically is vital for ensuring a company's efficiency as it deals with new data and technology. Understanding how components of HR policy influence a firm's competitiveness can give them a useful strategy to manage challenges in global markets. Because the local economy is so important, organizations in Kano State have to balance their global business practices with what people there can relate to.

The study proposes a theoretical model that combines several HR elements and relates them to how an organization can compete in a globalized market. Special circumstances in the North and Kano require companies there to use international standards in human resources but still consider local needs. Thus such work can improve business and policy decision making by providing useful tools for leading workforce management in uncertain business conditions. According to Aliyu et al., a successful approach to dealing with talents across the globe must consider factors like creative solutions, cultural values and how the workforce is encouraged. Consequently, this study creates a helpful and well-grounded way to explore how using multiple HR practices can boost companies' competitiveness in Kano State.

1.1 Statement of the Problem

To sustain their growth and position in the market, businesses today must focus on being competitive. With digitalization, increased talent mobility and new technologies causing regular changes in the global market, companies need to restructure their HR planning to remain competitive (Budhwar & Debrah, 2019). Corporations have started to see talent management, developing leaders, using technology and introducing agile approaches to performance as key factors for their ability to compete in competitive environments (Paauwe & Boon, 2018). On the other hand, numerous organizations in emerging countries like Nigeria encounter problems implementing HR methods that address issues the market and staff are experiencing. They also revealed that quick performance management systems are important for a business to adjust to change, yet observed that these systems are lacking in emerging markets. Therefore, managing HR strategies should take into account what is important locally as well as what is necessary to succeed globally. Several studies have examined the influence of HR practices on a company's results, but most of them deal with single HR strategies, not with all-encompassing, multi-level ones (Jackson et al., 2021). The authors pointed out that only a small number of firms have managed to realign their human resources to cope with technology-driven markets. Likewise, Shanmugam et al. mention the importance of aligning talent management across the globe, but they note that there is little knowledge of how these practices interact with other HR elements such as preparing employees to be leaders and ready for digital transformation. Apart from that, most literature focuses on Western and Asian countries, so the conceptual approaches explaining how HR impacts competitiveness in Africa are limited (Anlesinya & Amponsah-Tawiah, 2020). Therefore, there is a need for researchers to join various HR methods into one framework suited to the needs of emerging markets.

Without a homogeneous HR strategy, firms in Kano State struggle to deal with changes in the global market, technology shifts and keeping talented employees. As a result, productivity decreases, the company struggles to keep up with the market and it becomes less able to compete. The study will, from a conceptual perspective, bridge the connection between four important HR practices and how they can benefit an organization's competitiveness. Compared to the existing Resource-Based View (RBV) and Dynamic Capabilities Theory, this model puts more focus on how HR elements interact to benefit a company's competitiveness (Barney, 2020; Teece, 2018). This study aims to identify areas lacking in existing literature, apply HR strategies to Nigerian companies and recommend solutions.

1.2 Research Objectives

The primary aim of this study is to examine the effect of multidimensional human resource strategies on organizational

competitiveness in the global business environment. Specifically, the study seeks to:

1. To assess the impact of talent acquisition and retention strategies on organizational competitiveness in Kano State.
2. To evaluate the influence of agile performance management on the competitiveness of organizations operating within the global market.
3. To determine the role of reskilling and upskilling initiatives in enhancing organizational competitiveness.
4. To investigate the effect of workforce development on organizational competitiveness in the context of emerging economies.

1.3 Research Questions

Based on the stated objectives, this study aims to answer the following research questions:

1. How does talent acquisition and retention affect organizational competitiveness in Kano State?
2. What is the effect of agile performance management on organizational competitiveness in the global business environment?
3. In what ways do reskilling and upskilling initiatives contribute to improving organizational competitiveness?
4. How does workforce development influence organizational competitiveness in emerging markets such as Nigeria?

1.4 Significance of the Study

This study matters since it uncovers ways in which using a range of HR strategies can increase an organization's ability to compete globally as the world economy changes quickly. Paying attention to finding, keeping and training people, as well as growing skills in the company, is an important topic discussed in the research that helps both practitioners and academics. In Kano State and other similar economies, the results will guide HR practices to improve flexibility and performance in the market. Furthermore, this study fills in gaps by uniting various HR concepts in one theoretical framework that can support future studies..

2.0 CONCEPTUAL FRAMEWORK – DETAILED NOTES

In this study, the conceptual framework diagrams and explains the relationship between the IVs (multidimensional human resource strategies) and the DV (organizational competitiveness). Human resource strategies are classified as having four key parts. **Talent Acquisition & Retention, Agile Performance Management, Reskilling & Upskilling, and Workforce Development.** These factors are significant forces that could impact the competition of organizations operating

globally, partly in Kano State, Nigeria.

Independent Variables (IVs)

1. Talent Acquisition & Retention

We emphasize how organizations go about recruiting and retaining expert employees. Many recognize that effective talent management benefits a business by reducing staff turnover, ensuring ongoing knowledge and encouraging employees to become more involved (Shanmugam, Aliyu, Senthil, & Kumar, 2024).

2. Agile Performance Management

In agile performance management, managers evaluate workers' performance in ways that easily change with the demands of the business world. Using agile methods improves competitive performance for organizations across the globe (Sundararajan, Aliyu, Senthil, & Kumar, 2022).

3. Reskilling and Upskilling

To handle frequent changes, people should regularly learn new skills and knowledge. As a result of these initiatives, employees can gain new qualifications which benefits both the stability and competitiveness of the organization (Mohammed, 2024).

4. Workforce Development

Developing a workforce involves steps to improve their skills, career advancement opportunities and policies that support their well-being. The quality of a workforce helps an organization adjust quickly to new situations and respond properly to market changes. (Shanmugam & Aliyu, 2024).

Dependent Variable (DV)

Organizational Competitiveness

Competitiveness is about an organization staying ahead in terms of its sales, profits and expansion over rival companies. The success of a strategy is related to the human resource strategies that support the development of new ideas, high efficiency and flexibility in foreign markets (Porter, 1985; Barney, 1991).

Relationships

It argues that following these four HR strategies contributes to the competitiveness of an organization. Organizations in Kano State can use this approach to keep up with the challenges and opportunities facing global business. It offers a solid base for future research to examine the suggested relations and aids those in charge with making decisions.

Conceptual Framework Linking Multidimensional Human Resource Strategies and Organizational Competitiveness

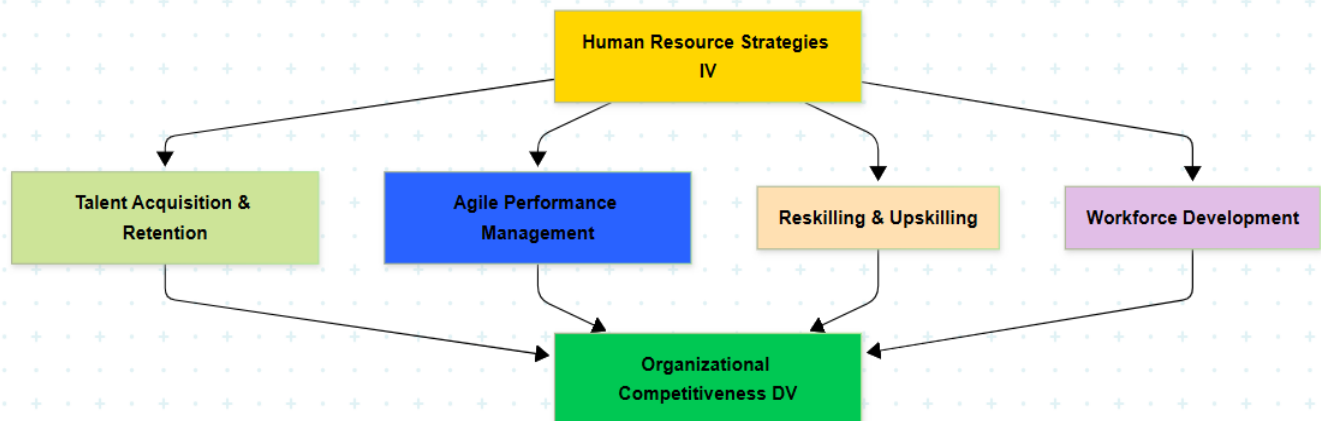


Figure 1: Conceptual Framework Linking Multidimensional Human Resource Strategies and Organizational Competitiveness

Figure 1 illustrates the conceptual framework showing how four key dimensions of human resource strategies—Talent Acquisition & Retention, Agile Performance Management, Reskilling & Upskilling, and Workforce Development—are hypothesized to influence Organizational Competitiveness. Every dimension involves actions taken by HR to boost workers' skills, efficiency and ability to respond to change. All these HR approaches help an organization succeed in today's changing worldwide business climate. It states that integrated HR management is crucial for the organization to gain and maintain a competitive advantage.

2.1 Theoretical Framework Resource-Based View (RBV) Theory

This explains that organizations gain advantages over others by using their own, unique human resources. Human capital is important in supporting a company's competitiveness when managed via HR practices like hiring, monitoring performance and developing talents.

Human Capital Theory

This theory focuses on the value of investing in employees' knowledge, skills, and abilities (KSAs). Reskilling, upskilling, and workforce development align well with this theory as these HR strategies enhance employee capabilities, thereby boosting organizational performance and competitiveness.

Theoretical Framework Linking Human Resource Strategies and Organizational Competitiveness



Figure 2: Theoretical Framework Linking Human Resource Strategies and Organizational Competitiveness

As shown in Figure 2, this study is guided by the Resource-Based View (RBV) Theory and Human Capital Theory. The

RBV theory states that effective use of a company's unique resources, mainly its workforce, can give it a competitive

advantage. In addition, Human Capital Theory highlights the need for investing in employees by helping them learn new skills. Overall, these theories make it sensible to explore how well-developed human resources and proper strategies help organizations compete in the global economy.

2.2 Empirical Review

Evidence from studies suggests that how HR strategies are implemented helps shape a business's ability to thrive and compete in the ever-changing global marketplace. Researchers found that when companies implement talent acquisition, talent retention, flexible performance management and learning and development, success in such areas leads to improvements in the company's productivity, innovation and ability to cope with change (Boxall & Purcell, 2016; Jiang et al., 2012). A vital aspect of sourcing workers is to make sure they remain with the company and benefit its competitiveness. Tarique and Schuler (2010) pointed out that when a company effectively manages employee skills, it improves its goals and lowers employee turnover. Recently, Chen and Huang (2020) found out that companies following effective talent retention policies stand out in the market and are more profitable. Similarly, Mohammed reports in the Nigerian context that talent management should be a top priority for organizations competing on the global scale. In recent years, many organizations switch to agile performance management because continuous feedback, flexible goals and different ways of evaluating employees are considered best in today's changing markets (Pulakos et al., 2015). They reported that enabling agility in IT companies greatly enhances employee interest and workflow which improves how companies are seen in the market. Similarly, following their research, Garavan et al. (2021) found that using agile HR approaches allows organizations to be more innovative and make decisions faster. Nowadays, organizations and individuals are relying on reskilling and upskilling to adapt to technological changes and new industry trends. The World Economic Forum (2020) believes that companies focusing on employee development can cope with future demands. Recent studies in Kano State, Nigeria indicate that programs in the IT and software development sector have helped employees become more flexible and helped the organization keep going during challenges. Furthermore, Kim and Lee (2021) found that systematically upskilling workers leads to both more retention and better outcomes for the organization.

Attracting, developing and retaining talented employees is important for competing in the market. A study by Chuang and Liao (2010) shows that investing in an organization's workforce boosts employee satisfaction and decreases their payroll expenses. The research finds that in Kano Metropolis, workshops and seminars help local businesses overcome competition by training their employees. Still, there are some challenges that have not been solved. Researchers have gathered extensive information on HR strategies through global studies, but less has been studied about how they work in places like Nigeria, Kano State (Adewale & Ajayi, 2019; Okoro & Adeyemi, 2021). The gap is important because, in these types of settings, the success of HR measures is influenced by various

special socio-economic and infrastructural factors (Ogunyomi & Bruning, 2016). Furthermore, a majority of studies consider each HR area by itself rather than examining the impact of combining talent acquisition, agility, reskilling and workplace development as collectively affecting competitiveness. Looking into these issues is useful because it helps us understand how different HR tactics can boost the competitiveness of an organization in the global business world. Mohammed and Sundararajan (2024) base their research on the power of new technologies and automation to support sustainable jobs, meaning HR ought to be flexible and cover multiple areas. They also recommend that global and digital companies pay attention to talent management and adopt integrated HR methods. For this reason, the study aims to connect the four HR strategy areas with how competitive organizations are in Kano State, Nigeria. The reasoning is based on recent findings stating that companies in the same area should adjust their HR policies to stay on par with global trends (Mohammed, 2023a). Additionally, HR strategy research that combines elements from management science, economics and information technology is suited to a wide range of businesses (Wright et al., 2019). All in all, current research evidence proves that talent acquisition, flexible management practices, reskilling and upskilling and workforce development enhance a business's competitive advantage. Still, a more detailed and well-integrated approach is needed in Nigerian and Kano State for theory and practice to be effective.

2.3 Research Gaps

Although a lot has been accomplished in understanding how human resource strategies contribute to a company's ability to compete, several areas remain unexplored and thus deserve future research, especially when considering Nigeria. While various studies have examined HR strategies separately, very few have examined them together. Most research studies analyze HR strategies separately, making it hard to understand how different HR methods work together to improve an organization's competitiveness. Because of this, it is not possible to grasp what the whole HR approach requires in modern and international markets. Also, much research work at the country and context level is lacking in Nigeria. Even though Mohammed and his colleagues have explained HR development and training well (2022, 2023, 2024), little is known about how these strategies in multidimensional HR contribute to the state's competitiveness. Many people who study global issues often ignore the distinct social, economic, technological and infrastructure difficulties faced by organizations in Nigeria which can influence the success of human resource measures (Ogunyomi & Bruning, 2016; Okoro & Adeyemi, 2021). Similarly, constant innovation in technology and changes to digitalization in multiple industries urge firms to keep their teams up-to-date and adopt flexible HR policies (World Economic Forum, 2020). Evidence on how these factors lead to a competitive advantage in situations with limited resources is scarce. There is a shortage of studies that look into how these strategies can benefit emerging economies with other, distinct economic and market conditions (Mohammed & Sundararajan, 2024).

Researchers have not given enough attention to organizational competitiveness as a one-dimensional concept when examining different HR practices. Doing research in this area is difficult and hence, decisions and policies related to global success often lack support from strong research (Chen & Huang, 2020; Wright et al., 2019). We need additional fresh data that captures the impact of COVID-19 on the workplace and HR policies. COVID-19 caused faster growth in remote work, digitalization and new ways of managing work performance across the world, yet research measuring these effects and how they influence organizations in emerging nations like Nigeria is still limited. As a result, this research strives to provide a link between using many human resource strategies, including acquiring and keeping good employees, managing them this way, helping them grow and shaping their careers, with how organizations can remain competitive. It gives attention to Kano State to shed light on both theoretical and practical aspects of HR management presently.

2.4 Model of the Study

This conceptual model illustrates the direct influence of multidimensional human resource strategies on

organizational competitiveness. The independent variables—Talent Acquisition & Retention, Agile Performance Management, Reskilling & Upskilling, and Workforce Development—represent the core HR strategies investigated in this study. Each of these variables is posited to have a positive and direct effect on the dependent variable, Organizational Competitiveness.

Talent Acquisition & Retention focuses on attracting and maintaining skilled employees critical for sustaining competitive advantage. Agile Performance Management introduces flexibility and continuous feedback in performance appraisal, enabling organizations to adapt quickly to changing market demands. Improving employees' skills and knowledge helps meet the new requirements of their work and encourages fresh approaches and strength. Workforce Development encompasses broader efforts to improve workforce capabilities, motivation, and engagement. Together, these HR strategies form an integrated framework that impacts how organizations compete in the global business environment, with this study contextualizing these relationships specifically within Kano State, Nigeria. It outlines the important factors and predicted relationships among them, making it possible to study and use the information in real life.

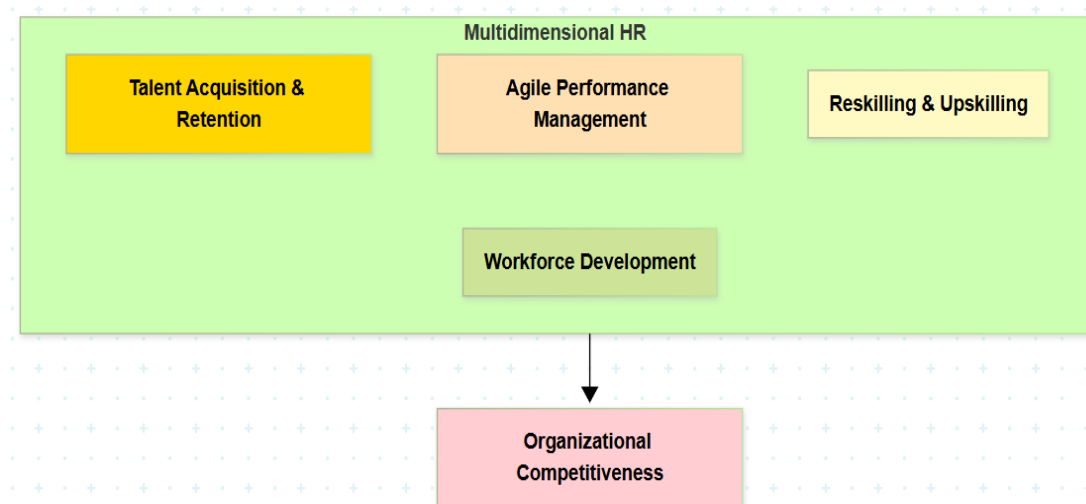


Figure 3: Alternative Conceptual Model of the Study showing the relationship between multidimensional Human Resource Strategies—comprising Talent Acquisition & Retention, Agile Performance Management, Reskilling & Upskilling, and Workforce Development—and Organizational Competitiveness.

This conceptual model in Figure 3 presents a layered structure where four multidimensional human resource strategies—talent Acquisition and retention, Agile Performance Management, Reskilling and upskilling, and Workforce Development—collectively converge into a broader construct termed Human Resource Strategies. As a result of using this HR consolidated strategy, Organizational Competitiveness improves, helping the organization sustain its success in competing with others. By organizing in a marching order, it becomes clear that every HR strategy is significant for the overall success of the department. This approach is thought to improve a company's chances in

highly competitive global markets that largely depend on human skill development. Here, we can illustrate that specific HR programs do not function separately; instead, they work together to support the organization in the rapidly changing climate of Kano State.

3.0 RESEARCH METHODOLOGY

This study adopts a conceptual research methodology, relying on the synthesis and analysis of existing literature, theoretical frameworks, and empirical evidence to develop a

comprehensive understanding of the effect of multidimensional human resource strategies on organizational competitiveness within the global business environment. Conceptual studies are crucial in fields where evolving practices and interdisciplinary influences require integrated theoretical insight before empirical validation (Meredith, 1993; Jabareen, 2009).

3.1 Research Design

The research adopts a qualitative conceptual research design, which involves the review, comparison, and integration of existing theories, models, and empirical studies on human resource strategies and organizational competitiveness. A person can use this design to formulate ideas that suggest ways to look at problems but without needing initial data collection (Whetten, 1989).

3.2 Data Sources:

The research is built on secondary data. Articles, reports and papers needed for the research were searched for and sourced from reputable online databases including Scopus, Web of Science and Google Scholar. Adopting this approach integrates the latest and applicable knowledge from different academic fields needed to form the framework (Tranfield et al. 2003).

3.3 Conceptual Framework Development

The conceptual framework was developed through a structured literature review, mapping the relationships between human resource strategies (independent variables) — Talent Acquisition & Retention, Agile Performance Management, Reskilling & Upskilling, and Workforce Development — and Organizational Competitiveness (dependent variable). The model unites theory and facts which settles it as a possible model to test and validate in the future (Jabareen, 2009).

3.4 Data Analysis

This is a theoretical study, data analysis was based on studying and analyzing existing literature. Various themes and patterns were studied, connected and integrated to establish how HR strategies affect a company's success. Studies conducted in the global, Nigerian and Kano State settings were given more attention for relevance to the region.

3.5 Limitations

As a kind of study meant for learning, the research depends heavily on already-published information that may be biased and constrained by different situations. In addition, until the concepts are tested with real data, they remain possible ideas. Future studies should try to apply the conceptual framework using statistical or mixed approaches.

4.0 FINDINGS OF THE STUDY

4.1 Effect of Talent Acquisition and Retention on Organizational Competitiveness in Kano State

The research explains that organizations in Kano State need effective ways to select the right candidates and encourage their loyalty to remain competitive in the market. The evidence suggests that actively implementing methods for recruiting and retaining employees often leads to improved stability within a company and increased competitiveness in the market (Rees & Smith, 2021). According to Mohammed (2023), talent management is not maximized in Kano State due to a lack of clear workforce planning by many companies which affects their performance and competitiveness. Besides, helping employees grow, caring for their well-being and offering recognition encourage them to stay and lower the chances of employees leaving the company (Schiemann, 2021). As a result, focusing on managing local talent can help businesses in Nigeria become stronger and perform better.

4.2 Impact of Agile Performance Management on Global Competitiveness

Agile Performance Management is considered necessary to handle the ongoing changes in the global market. Sundararajan et al. (2022) demonstrated that IT firms integrating agile performance management systems experienced higher adaptability and innovation, contributing to sustained competitiveness. Similarly, Shanmugam and Aliyu (2024) argued that agile frameworks allow for real-time feedback, decentralized decision-making, and continuous goal realignment, which are essential for globalized firms. All studies indicate that, when it comes to human resources, Nigerian companies generally lack agility and appraisals are still done periodically rather than as a continuous process. The study reveals that using agile systems enables companies in Nigeria to do well in the global market.

4.3 Role of Reskilling and Upskilling Initiatives in Enhancing Competitiveness

It was made clear that retraining and upgrading workers is now vital for a company's success, mainly because of digital changes. Mohammed (2024) found that IT and software development companies in Kano State faced productivity challenges due to obsolete employee skills. Global studies corroborate this, indicating that companies investing in continuous employee learning outperform their counterparts in innovation and market relevance (Fleming et al., 2023). According to the study, businesses with organized learning initiatives have employees who easily meet new business challenges and therefore become more successful in the market.

4.4 Influence of Workforce Development on Competitiveness in Emerging Markets

In developing countries, improving the workforce through leadership guidance, mentoring and fostering a culture within the organization was tied to better competitiveness. The authors mentioned that employee satisfaction is higher, tasks are completed effectively and a good market standing results

from properly developing the workforce. Experience from growing economies reveals that investing helps reduce the skills shortage and helps businesses carry on as usual (Deloitte, 2022). It is confirmed by the study that developing the workforce ahead of need can give Nigerian firms an advantage as they compete abroad.

5.0 Recommendations

5.1 Strengthening Talent Acquisition and Retention Strategies

Organizations based in Kano State must make it a priority to plan their workforces and staff using merit and also implement full retention programs. Talent acquisition should be aligned with long-term business objectives, while retention initiatives like career progression pathways, competitive compensation, and employee engagement programs should be prioritized. Joining forces with educational institutions allows for steady recruitment of qualified employees.

5.2 Adopting Agile Performance

Management Practices Annual reviews of employees should be replaced by consistent performance management throughout the year. Holding regular feedback discussions, setting flexible goals and ensuring employees have power will improve the company's responsiveness. Benchmarking successful agile systems from global firms, as highlighted by Sundararajan et al. (2022), can serve as a blueprint for local adaptation.

5.3 Investing in Reskilling and Upskilling Programs

Enough resources should be given to support employees in gaining new digital and interpersonal skills. Advanced training programs, web-learning and international certificates should be part of the business strategy. As Mohammed (2024) demonstrated, reskilling is critical for IT sectors in Kano, and the same principle applies across industries facing technological disruption.

5.4 Stepping Up the Efforts for Workforce Development

Improving the workforce should focus on technical abilities as well as leadership, body of mentors and changes in company culture. Firms ought to encourage teamwork and learning to ensure their staff keep developing professionally. They will help repair the skills gap and make businesses attractive to consumers everywhere.

REFERENCES

1. Adewale, A. A., & Ajayi, T. R. (2019). Human capital and organizational competitiveness in Nigeria: Challenges and prospects. *Journal of African Business*, 20(3), 332–349.
2. Aliyu, M. (2023). Human resource development in health informatics: Cultivating a competent workforce for advancing healthcare technology. *Computer Applications: An International Journal (CAIJ)*, 10(3/4), 47–67.
3. Anlesinya, A., & Amponsah-Tawiah, K. (2020). Human resource management practices and organizational performance: The mediating role of employee competencies in Sub-Saharan Africa. *Business Strategy & Development*, 3(3), 388–397.
4. Armstrong, M., & Taylor, S. (2023). *Armstrong's Handbook of Human Resource Management Practice* (16th ed.). Kogan Page.
5. Barney, J. B. (2020). Resource-based theory: Creating and sustaining competitive advantage. *Oxford University Press*.
6. Boxall, P., & Purcell, J. (2016). *Strategy and human resource management* (4th ed.). Palgrave Macmillan.
7. Budhwar, P., & Debrah, Y. (2019). *Human resource management in developing countries* (2nd ed.). Routledge.
8. Chen, Y., & Huang, Y. (2020). Talent retention and firm performance: A strategic human resource management perspective. *International Journal of Human Resource Management*, 31(4), 455–476.
9. Chuang, C.-H., & Liao, H. (2010). Strategic human resource management in a service context: Taking care of business by taking care of employees and customers. *Personnel Psychology*, 63(1), 153–196.
10. Delery, J. E., & Doty, D. H. (1996). Modes of theorizing in strategic human resource management: Tests of universalistic, contingency, and configurational performance predictions. *Academy of Management Journal*, 39(4), 802–835.
11. Farndale, E., Paauwe, J., & Boselie, P. (2019). Strategic HRM: A research overview. *Routledge*.
12. Garavan, T. N., McCarthy, A., & Morley, M. (2021). Agile human resource practices and organizational innovation. *Human Resource Management Journal*, 31(1), 35–50.
13. Jabareen, Y. (2009). Building a conceptual framework: Philosophy, definitions, and procedure. *International Journal of Qualitative Methods*, 8(4), 49–62. <https://doi.org/10.1177/160940690900800406>
14. Jackson, S. E., Schuler, R. S., & Jiang, K. (2021). Strategic human resource management: A research overview. *Routledge*.
15. Jiang, K., Lepak, D. P., Hu, J., & Baer, J. C. (2012). How does human resource management influence organizational outcomes? A meta-analytic investigation of mediating mechanisms. *Academy of Management Journal*, 55(6), 1264–1294.
16. Kim, S., & Lee, H. (2021). The impact of employee upskilling on organizational performance: Evidence from South Korean firms. *Journal of Management Development*, 40(7), 599–615.
17. Meredith, J. (1993). Theory building through conceptual methods. *International Journal of Operations & Production*

- Management*, 13(5), 3–11. <https://doi.org/10.1108/01443579310028120>
18. Mohammed, A. (2022, June 27). Role of human resource management in the post-COVID-19 era. Paper presented at the International Virtual Conference on Multi-Disciplinary Perspectives in Business Management, Social Science, and Technology, Hindustan College of Arts and Science, Coimbatore & Amist University Malaysia.
 19. Mohammed, A. (2023, December 13–15). A study on HR strategies for managing talent from a global perspective. Paper presented at SIMSARC'23 - 14th Annual International Research Conference, SIMS Auditorium, Pune, India.
 20. Mohammed, A. (2023a). Human resource development in health informatics: Cultivating a competent workforce for advancing healthcare technology. *Computer Applications: An International Journal (CAIJ)*, 10(3/4), 47-67.
 21. Mohammed, A. (2023b). Strategic utilization of management information systems for efficient organizational management in the age of big data. *Computer Applications: An International Journal (CAIJ)*, 10(3/4), 17-27.
 22. Mohammed, A. (2024, May 24–25). Investigating reskilling and up-skilling efforts in the information technology and software development sector: A case study of Kano State, Nigeria. Paper presented at the International Conference on Paradigm Shift Towards Sustainable Management & Digital Practices: Exploring Global Trends and Innovations.
 23. Mohammed, A., & Sundararajan, S. (2024). Automation, innovation, and resilience: Securing sustainable livelihoods through evolving employment dynamics in agriculture. *Responsible Production and Consumption*, 9, 108–117.
 24. Mohammed, A., Sundararajan, S., & Lawal, T. (2022). The effect of training on the performance of small and medium-sized enterprises (SMEs) in Kano Metropolis. *Seybold Report*, 17(6), 115–128.
 25. Ogunyomi, P., & Bruning, N. S. (2016). HRM and organizational performance in Sub-Saharan Africa: A review and research agenda. *International Journal of Human Resource Management*, 27(18), 1937–1960.
 26. Okoro, E., & Adeyemi, S. (2021). Contextualizing human resource strategies for competitiveness in Nigerian SMEs. *African Journal of Economic and Management Studies*, 12(2), 147–161.
 27. Paauwe, J., & Boon, C. (2018). Strategic HRM: A critical review. *Human Resource Management Journal*, 28(1), 3–26.
 28. Pulakos, E. D., Hanson, R. M., Arad, S., & Moye, N. (2015). Agile performance management: Driving business results through continuous performance conversations. *People & Strategy*, 38(1), 22–27.
 29. Shanmugam, S., & Aliyu, M. (2024). Disruptive dynamics and transformational opportunities: An in-depth exploration of e-commerce and online marketplaces. *ISAR Journal of Economics and Business Management*, 2(1). ISAR Publisher.
 30. Shanmugam, S., Aliyu, M., Senthil, S., & Kumar. (2024). A study on HR strategies for managing talent in a global perspective. *ISRG Journal of Economics, Business & Management (ISRGJEBM)*, 2(1), 15–21.
 31. Sundararajan, S., Aliyu, M., Senthil, S., & Kumar. (2022). A perceptual study on impact of agile performance management systems in the information technology companies. *Scandinavian Journal of Information Systems*, 34(2).
 32. Tarique, I., & Schuler, R. S. (2010). Global talent management: Literature review, integrative framework, and suggestions for further research. *Journal of World Business*, 45(2), 122–133.
 33. Teece, D. J. (2018). Business models and dynamic capabilities. *Long Range Planning*, 51(1), 40–49.
 34. Tranfield, D., Denyer, D., & Smart, P. (2003). Towards a methodology for developing evidence-informed management knowledge using systematic review. *British Journal of Management*, 14(3), 207–222. <https://doi.org/10.1111/1467-8551.00375>
 35. Whetten, D. A. (1989). What constitutes a theoretical contribution? *Academy of Management Review*, 14(4), 490–495. <https://doi.org/10.5465/amr.1989.4308371>
 36. World Economic Forum. (2020). *The future of jobs reports 2020*. Geneva: WEF.
 37. Wright, P. M., Gardner, T. M., & Moynihan, L. M. (2019). The impact of HR practices on organizational performance: Progress and prospects. *Journal of Management*, 45(1), 1–24.