# The Role of Human Resource Management Practices in Fostering Workplace Culture

## Olusodo, Adewolemichael[1] &Asonye, Bright Onyedikachi[2]

[1&2]Rome Business School.

**Abstract**

This study investigates the influence of Human Resource Management (HRM) practices specifically training, rewards, and communication on the development of workplace culture within Nigerian organizations spanning banking, telecommunications, and manufacturing sectors. Data were gathered through a structured questionnaire adapted from validated HRM instruments and analyzed using SPSS and AMOS structural equation modeling (SEM). The study evaluated both measurement and structural models to assess the reliability, validity and causal relationships among the constructs. The results revealed that all three HRM practices had a significant and positive impact on two key cultural outcomes which are collaboration and creation. Among them, communication emerged as the most influential factor indicating its critical role in enhancing team alignment and innovation. Training was found to directly contribute to enhanced competencies and teamwork, while rewards were shown to be a strong motivator for performance and creative engagement. These findings are supported by motivational theories such as Herzberg's Two-Factor Theory and Vroom's Expectancy Theory.The study affirms that strategic HRM implementation fosters a high performance workplace culture and recommends a focus on tailored training programs, transparent reward systems and robust communication mechanisms. The research not only contributes to HRM literature by validating a model linking HR practices to cultural outcomes but also highlights how these practices can be leveraged to drive innovation and collaboration in the Nigerian work context. The study concludes that a people focused HRM strategy is essential for sustainable organizational success and competitiveness in emerging markets.

**Keywords** Human Resource Management (HRM), Workplace Culture, Employee Training, Rewards and Recognition, Organizational Communication, Collaboration, Innovation.

## 1. Background of the Study

Organizational success is increasingly influenced by intangible assets such as workplace culture, employee engagement and internal cohesion. While technological advancement and competitive strategy remain important, the climate within the workplace defined by shared values, beliefs, and behaviors often determines how effectively a company can leverage its human capital. Within this context, the role of Human Resource Management (HRM) has evolved significantly because HRM is no longer confined to administrative tasks but now plays a strategic role in shaping organizational culture, employee behavior and overall workplace climate (Sabuhari et al., 2020).

Workplace culture which is the collective ethos of an organization comprising of the set of unwritten rules, traditions, leadership norms, and social dynamics that govern how employees interact and perform. A positive workplace culture fosters inclusivity, trust, collaboration, and motivation which is often correlated with improved employee satisfaction, lower turnover rates, and enhanced organizational performance (Paais&Pattiruhu, 2020). Conversely, toxic or indifferent workplace cultures have been linked to increased conflict, burnout, disengagement, and organizational failure.

Workplace culture and Human Resource Management (HRM) are intrinsically connected in both theory and practice. Their relationship is not one of simple influence but of mutual construction with each shaping and reinforcing the other over time. HRM serves as one of the most direct and consistent instruments through which workplace culture is communicated and reinforced (Akpa et al., 2020). Every interaction an employee has with HR from the moment they apply for a position to the way their performance is reviewed sends a cultural

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message about what the organization values, rewards, tolerates, and aspires to become (Anwar & Abdullah, 2021). When HR departments design and implement policies on recruitment, training, rewards, and employee relations, they are doing more than managing people they are reinforcing specific attitudes and behaviors that reflect the culture of the organization (Nguyen et al., 2020). For instance, if an organization values collaboration, its HR team may prioritize team-oriented competencies during hiring, develop training programs that encourage group problem solving and reward collective achievements over individual ones. In this way HRM is not a neutral function but it is a cultural architect.

However, the influence also flows in the opposite direction since the prevailing workplace culture can shape how HR practices are applied and interpreted. In a highly bureaucratic culture, for example HR procedures might lean toward rigidity, detailed documentation, and rule enforcement (Alesan, 2023). In contrast, a culture that values innovation and agility might foster more flexible HR systems that emphasize autonomy, learning, and risk-taking (Doz, 2020). Thus, the success of HRM initiatives often depends on their alignment with the cultural context in which they are embedded.

Moreover, HRM plays a vital role during periods of cultural transition or organizational change because when an organization aims to shift its cultural values for example, toward greater inclusivity, customer centricity or performance accountability it typically begins with adjustments in HR practices (Sambhalwal& Kaur, 2023). This may include revising performance metrics, introducing new leadership training, or restructuring reward systems. These interventions when sustained over time can help realign employee mindsets and reshape the cultural fabric of the organization (Georgescu et al., 2024).

In essence, workplace culture provides the behavioral environment in which HRM operates, while HRM provides the systems and practices through which that environment is nurtured or transformed (Hector & Cameron, 2023). When both are aligned, the result is a coherent organizational experience that supports employee engagement, ethical conduct, and strategic goals. When they are misaligned such as when espoused values conflict with actual HR policies the result is confusion, mistrust, and cultural fragmentation (Trullen et al., 2020). Therefore, understanding the dynamic relationship between HRM and workplace culture is essential for any organization seeking to enhance employee well-being, organizational integrity, and long-term performance because human resource management practices such as recruitment and selection, onboarding, training and development, performance management, reward systems, and employee relations are not just functional elements but powerful levers that influence the values and behaviors of employees (Al-Mekhlafi, 2024). Through well-structured HRM interventions, organizations can instill a culture of respect, accountability, innovation, and continuous learning (Sutio, 2024). For instance recruitment strategies that prioritize cultural fit help build cohesive teams, recognition and reward systems aligned with organizational values reinforce desired behaviors; and open performance feedback mechanisms contribute to transparency and trust (Rane, 2024).

The growing emphasis on emotional intelligence, employee well-being and inclusion has further expanded the scope of HRM's impact on workplace culture. Contemporary organizations are now called to cultivate environments where employees feel psychologically safe, respected, and empowered. According to Monira et al (2024), cultural strength and alignment between stated values and actual practices are key predictors of an organization's adaptability and long-term success. HRM practices serve as the framework through which such alignment can be operationalized. Some prior empirical studies such as Botelho (2020), Xiao and Cooke (2022), Radu (2023), among others have shown that organizations with robust HRM systems tend to enjoy more positive workplace cultures. For example, studies by Park & Park (2020), Lasisi et al., (2020), confirm that employee centered HRM strategies contribute to better organizational commitment, innovation and customer satisfaction. In today's knowledge-driven economy where employee engagement and collaboration are pivotal, HRM's role in crafting a healthy organizational culture is more critical than ever.

However, despite growing scholarly and professional interest, the link between specific HRM practices and workplace culture remains complex and context-dependent (Botelho, 2020). Culture is shaped not only by policies but also by leadership styles, industry norms, organizational history, and national context. Therefore, understanding how HRM practices interact with these variables to influence culture demands deeper

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investigation particularly in diverse and dynamic work environments. This study aims to explore the extent to which HRM practices influence and sustain a positive workplace culture. It seeks to identify the specific practices that have the most impact the challenges organizations face in aligning HR strategy with cultural goals and the mechanisms through which HR can act as a driver of cultural transformation. By doing so, the research will contribute to increase in understanding of how human resources can be strategically leveraged to foster organizational cultures that support employee well-being, innovation and long-term performance. Also, due to the fact that many organization HRM practices remain narrowly focused on administrative functions or short term operational outcomes rather than being strategically aligned to influence cultural transformation there exist in gap in strategically aligning HRM to foster long term organizational goal (Kareska, 2023). Moreover, there exists a gap in understanding how specific HRM practices contribute to shaping workplace culture in diverse organizational contexts. While some studies have explored the link between HRM and employee outcomes such as job satisfaction and performance, fewer have examined the direct and indirect roles HRM plays in creating a workplace environment that fosters emotional safety, inclusion, and value alignment and this translate in practice how organizations often implement HR policies without a clear cultural agenda or fail to evaluate how those policies are perceived and experienced by employees (Doz, 2020). As a result of this a well-intended HR initiatives may produce inconsistent outcomes or contradict the values the organization seeks to promote. This misalignment not only weakens organizational cohesion but may also lead to disengagement, conflict and higher turnover.

Given these challenges, there is an urgent need to investigate the extent to which HRM practices actively foster or hinder the development of a positive workplace culture. Specifically, this study seeks to identify which HRM practices are most effective in influencing cultural outcomes, how employee experiences mediate this relationship, and what contextual factors may strengthen or dilute HRM's cultural impact. Addressing this gap is essential for organizations that aim to align their human capital strategies with long-term cultural and performance goals.

## 2. Literature Review

Culture is often described as the "way of life" for a society, encompassing the shared values, behaviors, and practices that define a group's identity. Within the context of organizations, culture represents a deeply ingrained system of shared meanings and assumptions that evolve over time. Assoratgoon and Kantabutra (2023), defines culture as a pattern of shared basic assumptions developed by a group as it learns to address the two fundamental challenges of organizational life: external adaptation (responding effectively to the environment) and internal integration (aligning and coordinating members within the group). When solutions to these challenges prove successful and enduring, they are regarded as valid and are passed on to new members as the appropriate way to think, feel, and act within the organization.

As organizations grow and evolve, they engage in a form of collective learning. This learning solidifies into a shared set of values, beliefs, and norms as what we refer to as organizational culture. Fidyah and Setiawati (2020) emphasizes that culture significantly influences how employees perceive situations, make decisions, relate with one another, and behave in the workplace. It acts as the social glue that binds members' together, ensuring cohesion and control not through formal structures, but through shared understandings and implicit behavioral expectations.Culture serves multiple vital functions within an organization. It facilitates integration by promoting shared identity and a sense of belonging, and it aids in conflict avoidance by establishing common ground in values and practices. Akpa (2021) highlights culture's role as both a sense making mechanism and a behavioral guide, helping individuals interpret their environment and align their actions with organizational objectives.

From another perspective, Diana et al (2021) describe culture as a distinguishing feature that sets one organization apart from another. It encompasses a unique set of values, beliefs, and behavioral tendencies that shape organizational identity.Lubis and Hanum (2020) offers a more introspective view, defining organizational culture as an unconscious value system that silently influences and drives every decision made within the

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organization. These underlying cultural forces are not always visible but exert powerful influence over strategic choices, interpersonal dynamics, and daily practices.

Raz (2020) further elaborate that culture is expressed in the norms experienced by members in their work environment norms that shape behaviors, expectations, and performance. Simoneaux and Stroud (2014) also view culture as the framework for how members interact, not just with one another but with customers, suppliers, and other stakeholders.A more specific and actionable definition is provided by Lobschat et al. (2021), who state that organizational culture consists of shared values, symbols, and rituals that define "how things are done" within an organization. According to this view, culture functions as a strategic tool to solve both internal management issues and external challenges related to the broader operating environment including customer relations, supplier engagement, and environmental demands.Organizational culture is not merely a set of abstract ideas. It is a practical, evolving system of shared meaning that guides how employees interpret their roles, solve problems, interact with others, and navigate change. It is both a product of collective experience and a tool for organizational effectiveness and resilience (Azeem et al., 2021).

While scholars have yet to reach a universally accepted definition of organizational culture, an examination of the literature reveals several recurring elements that are commonly emphasized. Despite the variety of perspectives, there is notable convergence around certain core characteristics that define the concept.Nearly all definitions emphasize the idea of sharinghighlighting that organizational culture arises within the context of a group. It is inherently collective in nature, meaning that culture cannot exist in isolation but is formed, sustained, and transmitted through shared experiences, beliefs, and practices among organizational members (Yun et al., 2020).

Organizational culture is widely understood to be a social construct, shaped by the unique context of each organization. This includes its geographical location, historical background, industry environment, and notable internal events. In other words, culture is not imposed from the outside but is developed organically through the lived experiences and interactions of employees within their specific organizational setting (Yue et al., 2021).Many definitions portray organizational culture as complex, multilayered, and multidimensional. It encompasses both cognitive and symbolic components, such as shared beliefs, assumptions, meanings, languages, values, rituals, and symbols. These cultural elements operate at multiple levels ranging from visible artifacts and behaviors to deeper, often unconscious, mental models that guide how people interpret and respond to their work environment (Bullough et al., 2022).Most scholars agree that organizational culture is a holistic and historically rooted phenomenon. It often reflects the influence of founding leaders or long standing traditions. Culture, in this sense, is comparable to what anthropologists study it involves elements like myths, ceremonies, taboos, and storytelling. It is also characterized as intangible ("soft") and resistant to change, making it one of the more enduring and challenging aspects of organizational life to transform.

Organizational culture remains a multifaceted and somewhat elusive concept, the academic discourse agrees on several foundational aspects, it is shared, socially constructed, context-specific, symbolically rich, and historically influenced. These shared themes help to establish a broad framework for understanding culture as a powerful force that shapes how organizations function, evolve, and relate to their environment (Diana et al., 2021).

Organizational culture refers to the collective norms, values, beliefs, and behavioral patterns that are commonly practiced within an organization. It represents a distinctive set of shared assumptions that evolve over time and shape how employees interpret and respond to both internal dynamics and external challenges. According to Sull et al (2020) cultural foundations are transmitted across members of the organization and serve as guiding principles for addressing issues related to internal integration such as teamwork, communication, and hierarchy as well as external adaptation, including market competition and stakeholder engagement.

Afsar et al (2021), opines that because organizational culture is deeply embedded in day to day practices, it varies from one organization to another, influencing everything from decision making styles to leadership behaviors. When employees perceive a misalignment between their personal values and the prevailing organizational culture, or when the culture is perceived as unsupportive or toxic, it can lead to a decline in job

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satisfaction. Such dissatisfaction not only undermines employee morale but also negatively affects their level of commitment, productivity, and overall performance. In essence, the quality of organizational culture plays a crucial role in shaping employees' attitudes toward their work and the organization at large because of the rapidly changing environment and fleeting market opportunities, employee's innovative work behavior is increasingly assuming a pivotal role in enhancing organizational effectiveness and competitive advantage. The success of organizations is largely depended on their employees' ability to innovate. The role of cultural intelligence to enhance innovative work behavior is yet to be explored in the innovation research. The purpose of this study is to examine how cultural intelligence enhances employees' innovative work behavior through work engagement and interpersonal trust. Their study is a cross-sectional design which utilizes data from 381 participants from multinational corporations in Saudi Arabia. The results indicate that cultural intelligence can significantly affect employee's innovative work behavior. It further reveals that both work engagement and interpersonal trust partially mediate the effect of cultural intelligence on innovative work behavior.

Azeem et al (2021), investigates the relationship between organizational culture, knowledge sharing, organizational innovation, and competitive advantage. Data were collected from 294 industrial managers, and PLS-SEM was used to validate data and examine the hypothesized relationships. Results revealed that organizational culture, knowledge sharing, and organizational innovation positively affect competitive advantage. More specifically, organizational culture fosters knowledge-sharing and innovation activities among the workforce and links them with high-level business processes that could be conducive to acquiring advanced manufacturing capabilities. The present study highlighted that organizational culture is indispensable for business operational success, and knowledge-sharing and organizational innovation appear to be key drivers for gaining competitive advantage.

Arabeche et al (2022), examine the mediating role of organizational culture on entrepreneurial orientation (EO) and business performance relationships in Algerian manufacturing SMEs. A sample of 180 Algerian Small medium enterprise (SME) owners/managers was collected for the year 2021 by using structured questionnaires. This study has contributed to the existing theory by evaluating the mediating role of Organizational Culture (OC) by using interaction effect in partial least squares structural equation modeling (PLS-SEM). The results have supported the hypothesized direct and mediate relationship: Entrepreneurial Orientation has the highest effect on the Organizational culture. On the other hand, Entrepreneurial Orientation has a medium influence on business performance. In addition, Organizational culture has a medium influence on business performance. Additionally, Entrepreneurial orientation and organizational culture together explain 50.2% of the variances for the business performance construct. On the other hand, 38.9% of the variances are explained by the entrepreneurial orientation for the organizational culture construct. Their relationship receives considerable scholarly attention in the literature, but few studies have been conducted among Algerian manufacturing SMEs. Hence, this investigation's purpose is to add to the research in the newer context of Algeria. Thus, this study was an attempt to bridge this gap in the literature. This study can be used to supplement existing theories on organizational culture and small-business performance. This paper discovers an excellent link between entrepreneurial orientation and small and medium enterprise performance, with organizational culture as a partial mediating factor. This research also has significant implications for academics and practitioners to understand better entrepreneurial orientation, organizational culture perspectives, and organizational performance. The conclusions have been empirically intended to help SME authorities and future academics understand the function of entrepreneurial orientation and culture in improving the organizational performance of SMEs, particularly in North Africa

Warrick (2017), opines that a major factor in the success of an organization is its culture. Organizational culture can significantly influence the performance and effectiveness of a company, the morale and productivity of its employees and its ability to attract, motivate, and retain talented people. Unfortunately, many leaders are either unaware of the significant impact culture can have some are aware but overwhelmed by the extensive and sometimes conflicting information available on culture, or are not well informed about how to build and sustain cultures effectively. The article integrates the most consistent findings that leaders need to know about culture and what they can do to build strong, successful cultures that bring out the best in people. Developing

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organizational culture requires far more than talk about culture and emphasis on its importance. In order to achieve the best results, culture development requires leaders who see it as one of their key tasks and who understand the importance of aligning organization strategies and decision making with cultural ideals.

**Parijat and Anup (2020), examine the intermediating role of organizational culture and internal analytical knowledge between the capability of big data analytics and a firm's performance. They assert that firms are increasingly relying on business insights obtained by deploying data analytics. Analytics driven business decisions have thus taken a strategic imperative role for the competitive advantage of a firm to endure. The extent and effectiveness through which business firms can actually derive benefits by deploying big data-based practices requires deep analysis and calls for extensive research. This study extends the big data analytics capability (BDAC) model by examining the mediatory effects of organizational culture (CL) between internal analytical knowledge (KN) and BDAC, as well as the mediating effects of BDAC between CL and firm performance. The findings bring into focus that CL plays the role of complementary mediation between BDAC and KN to positively impact firm performance (FP); BDAC also plays a similar mediatory role between CL and the performance of a firm.**

Sabuhari et al (2020), study and analyze the effects of human resource flexibility, employee competencies, organizational culture adaptation, and job satisfaction on employee performance. The study also examines the indirect effect between human resource flexibility and employee performance with the mediation of organizational culture adaptation and the effect of competence on employee performance through job satisfaction as a mediator variable. Using certain criteria, 105 employees of PT Pos Indonesia were selected as the sample. SEM-PLS was used to test the hypotheses. The study finds that human resource flexibility, employee competencies, and job satisfaction significantly influenced employee performance, but organizational culture adaptation did not have any significant effect on employee performance. Therefore, organizational culture adaptation was unable to mediate the effect of human resource flexibility on employee performance. However, job satisfaction partially mediates the effect of employee competencies on employee performance.

Paais and Pattiruhu (2020), investigates by empirical methods the effect of motivation, leadership, and organizational culture on job satisfaction, and employee performance at Wahana Resources Ltd North Seram District, Central Maluku Regency, Indonesia. The examination intends to be a critical review for academics researching the field of human resources management (HRM). The study's sample consisted of 155 employees who were selected using the Proportionate Stratified Random Sampling method. At the same time, data were collected using a questionnaire and then analyzed using the Structural Equation Modeling on Amos. The results of data analysis showed that work motivation and organizational culture had a positive and significant effect on performance, but did not significantly influence employee job satisfaction. While leadership has a substantial impact on employee job satisfaction, it does not affect performance. The results of testing the coefficient of determination show that job satisfaction is influenced for 57.4% by motivation, leadership, and culture variables, while employee performance variables are influenced for 73.5% by motivation, leadership, culture, and job satisfaction variables. Other factors outside this study influence the rest. Motivation, leadership, and organizational culture of employees need to be improved to increase job satisfaction. Invariably, if employee job satisfaction increases, employee performance will also increase.

## 3. Research Methods

This study focused on employees of selected organizations operating in Nigeria spanning various sectors including banking, telecommunications, and manufacturing. A total of 350 respondents were purposively selected comprising both management and non-management staff. The sample included 35 full-time (permanent) employees and 15 contract (non-permanent) employees to ensure a balanced representation of employment types within the Nigerian workplace context.

To examine the role of Human Resource Management (HRM) practices specifically recruitment, training, performance management, rewards, and communication in shaping workplace culture, a structured questionnaire was developed. Each HRM variable was operationalized using validated items adapted from existing literature and measured using a 5-point Likert scale ranging from "strongly disagree" to "strongly agree."

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Data were analyzed using the Statistical Package for the Social Sciences (SPSS). Initial analysis involved data transformation where necessary (e.g., Log10 transformation) to address skewness and ensure normality which was tested using the Kolmogorov-Smirnov method. Pearson correlation analysis was conducted to examine relationships between HRM practices and dimensions of workplace culture. Hypotheses were tested at a 95% confidence level ($p < 0.05$) to determine statistical significance. Data relevant to organizational HR policies and cultural indicators were obtained from publicly available HR reports and internal documents where applicable. Additional data used for triangulation included organizational performance metrics.

## 4. Results and Analysis

This chapter presents the results derived from the structural equation modelling (SEM) analysis of the revised path diagram. The analysis focuses on examining the relationships among the key human resource management (HRM) variables which are Training, Rewards, and Communication while the outcome variables which are Collaboration and Creation. Using AMOS for SEM both the measurement and structural models were assessed for reliability, validity and the significance of hypothesized paths. The measurement model was first evaluated to assess how well the observed variables represented the latent constructs. The analysis revealed that all three HRM constructs which are Training, Rewards and Communication positively and significantly influenced both Collaboration and Creation.
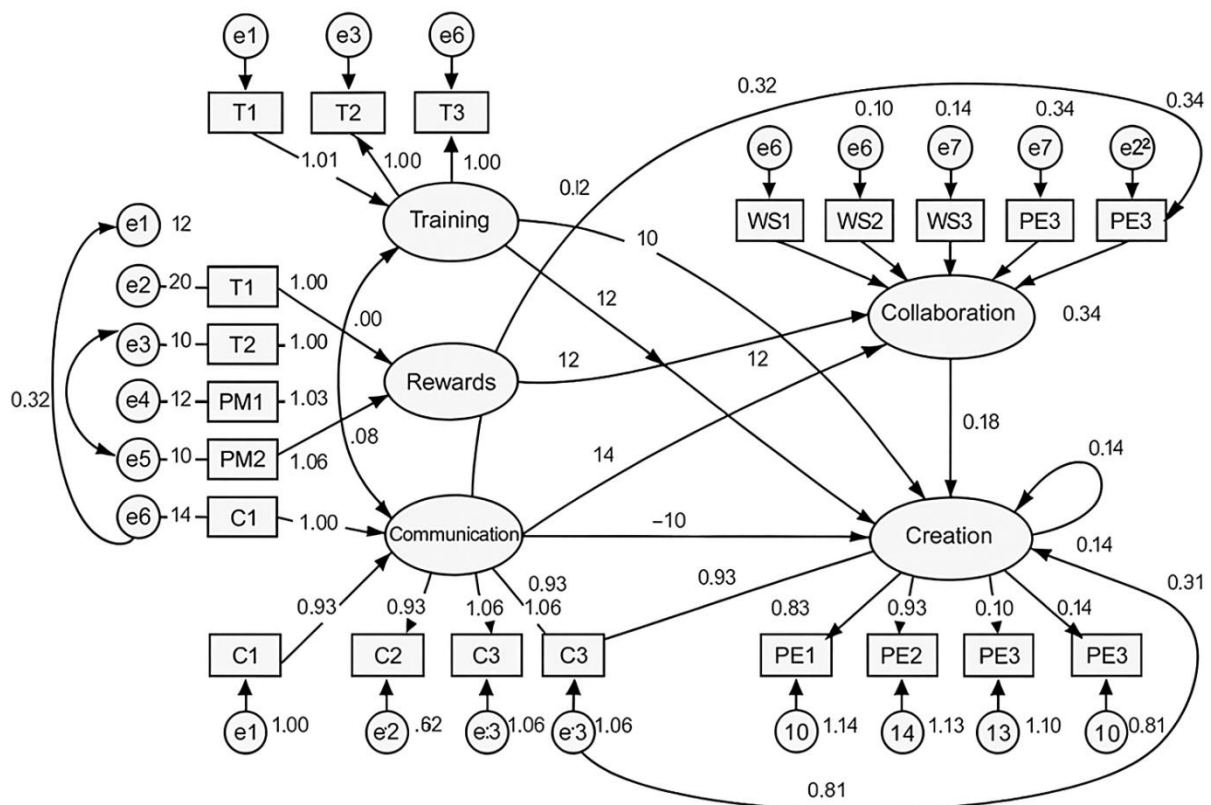


**Figure 1: path diagram sowing how HRM influences Organizational Culture**

This path diagram is a Structural Equation Model (SEM) showing how latent variables (unobserved constructs shown as ovals) influence each other and how they relate to observed variables (measured indicators shown as rectangles).

From the Each latent variable has 3 observed variables feeding into it Training: T1, T2, T3; Rewards: PM1, PM2; Communication: C1, C2, C3; Collaboration: WS1, WS2, WS3, PE3; Creation: PE1, PE2, PE3. Circles labeled e1, e2, etc., represent error terms (measurement error or residuals). The Path Coefficients (Arrows and Numbers), the arrows represent hypothesized causal relationships. Numbers along the arrows are standardized

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path coefficients (like beta weights), showing the strength and direction of the relationships. The measurement model is based on each latent variable which is measured by specific observed variables for example training is measured by T1, T2, and T3, all with loadings near 1.00, indicating strong relationships. Measurement errors (e.g., e2, e3) accompany each indicator, indicating variance not explained by the latent factor.

Specifically, the study found that training had a significant and direct impact on both collaboration and creation. This assert that continuous employee development improves job-related competencies, which in turn, enhances innovation and teamwork. The strong regression weights associated with training indicators (e.g., T1 and T2) affirm the importance of structured learning in building organizational capacity. Particularly in the Nigerian context, where workforce capability gaps can be pronounced, targeted training becomes a crucial intervention for performance improvement.

Additionally, rewards showed a robust positive influence on both outcome variables. The findings support motivational theories such as Herzberg's Two-Factor Theory and Vroom's Expectancy Theory, which link recognition and rewards with increased effort, satisfaction, and goal achievement. Notably, PM2 (a reward indicator) had one of the highest factor loadings, indicating that effective reward systems are perceived as vital contributors to both employee cooperation and creative engagement. These findings resonate with contemporary HR literature that emphasizes the strategic role of total rewards in performance management.

Also, communication emerged as the most influential HRM factor, significantly shaping collaboration and creation. This reveals how internal communication enhances employee alignment, engagement, and collective problem solving. In environments marked by volatility or structural ambiguity common in many Nigerian organizations transparent and effective communication becomes a glue that holds teams together and drives innovation. The high loading of C3 reinforces this, showing the depth of communication's integration with other HRM dimensions.

The measurement model demonstrates how well the observed variables represent the underlying latent constructs. Among the HRM constructs, Training demonstrated strong internal consistency, with all three indicators which are T1 (Estimate = 1.01), T2 (Estimate = 1.00), and T3 (Estimate = 1.00) all exhibiting high factor loadings. This consistency underscores the robustness of the Training construct in measuring employee development and competency building interventions. Also, rewards was effectively captured reflecting high regression weights. These results affirm the reliability of the Rewards construct and its capacity to explain the strategic influence of incentives on employee engagement and motivation. Furthermore, communication was assessed using C1, C2, and C3, with loadings ranging from 0.93 to 1.06. This range of moderate to high estimates indicates a strong multidimensional communication framework, reinforcing its foundational role in shaping employee interactions and knowledge dissemination.

Collectively, these findings affirm the convergent validity of the model and support the structural relationship between HRM practices and performance outcomes.

## 5. Conclusion and Recommendation

The study revealed that all three HRM constructs such as Training, Rewards, and Communication significantly and positively influenced Collaboration and Creation. Notably, Communication emerged as the most influential HRM variable, with strong factor loadings and path coefficients, emphasizing its central role in facilitating teamwork and productivity.

This research confirms that strategically implemented HRM practices are vital for fostering collaboration and enhancing employee creativity and output. The integration of training, reward systems, and open communication channels creates a conducive environment where employees are motivated, supported, and aligned with organizational goals. The study also underscores the importance of collaboration as a bridging mechanism through which HRM practices exert their influence on innovation. The findings align with global HR theories, while also reflecting the unique challenges and opportunities in the Nigerian workplace context. Therefore, for organizations aiming to achieve sustainable performance and competitive advantage, a deliberate investment in people-focused HRM strategies is not optional but it is essential.

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Based on the findings and analysis the study recommends that there should be a structured training programs tailored to both technical and soft skill needs. This enhances employee adaptability and creativity. Also, Implementation of fair, transparent, and performance-based reward systems that encourage both individual achievement and teamwork. Organizations should promote regular two-way communication between management and staff through town halls, newsletters, feedback systems, and digital platforms. Furthermore, there should be creation of formal collaboration mechanisms such as team-based projects, brainstorming sessions, peer learning platforms, and cross-departmental initiatives. Executive leaders should demonstrate commitment to employee development and empowerment as a strategic goal. Management should regularly assess HRM practices using performance metrics and employee feedback to ensure alignment with organizational objectives.

This study contributes to HRM literature by empirically validating a model that links HR practices directly to culture. It expands the understanding of how intangible HR variables such as communication and rewards influence organizational success particularly in emerging economies like Nigeria.

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