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Effect of Human Resource Management Routines on Workers Behavioral Aftermaths of Indigenous Oil and Gas Firms in Rivers State, Nigeria

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Abstract: *The majority of writers concur that an organization's human resources are its most important component. Therefore, the consensus among academics is that HRM practices have a favorable effect on business performance. This idea endures because effective HRM practices enhance employee competence, commitment, motivation, and other outcomes that increase corporate success. Nevertheless, there is scant empirical data linking HRM practices to employee consequences. In the manufacturing subsector of Rivers State, this study examined the impact of HRM practices on employee presence, competency, commitment, job satisfaction, motivation, and cooperation with management and coworkers., Nigeria.Using stratified and random sampling approaches, 381 middle-level managers of indigenous oil and gas enterprises in Rivers State, Nigeria, were chosen for the study, which employed a cross-sectional survey research design to achieve this goal. To examine the data, a structural equation model (SEM) was employed. The findings indicate that elements of workers' aftermaths are determined and predicted by HRM practices. Stated differently, competence, commitment, job satisfaction, motivation, cooperation with management, cooperation with coworkers, presence, and compliance are all determined to varied degrees by recruitment and selection, training and development, performance appraisal, compensation management, occupational health and safety, and career growth and development. The report suggested a packaged method to implementing HRM routinely and supported investing in HRM.*

Keywords: *commitment; competence; compensation management; job satisfaction; motivation; recruitment.*

INTRODUCTION

According to Sikora, Ferris, and Van Iddekinge (2015), Mostapha, Gould-Williams, and Bottomley (2015), and Davenport (1999), human resources are crucial to any company. Additionally, the quantity and quality of Human Resources (HR) that a company has at its disposal, as well as its ability to extract and exploit the value that HR gives, determine how much it can achieve its corporate goals and acquire a competitive edge (Heffernan & Dundon, 2016). For the past thirty years, researchers have been interested in the interaction between HR policies and practices, workers, and organizational aftermaths. Academics concur that worker aftermaths from HR procedures and regulations affect

organizational performance (Katou & Budhwar, 2014).In the hopes that this will translate into distal aftermaths (improvement in profit, sales, innovation, environmental, and sustainability), HR policies and procedures are therefore focused on what some scholars refer to as proximal aftermaths (worker aftermaths such as employee competence, commitment, motivation, job, and satisfaction) (Katou & Budhwar, 2014). Many firms implement HR rules that require significant resources because managers generally believe that HRM practices have a favorable impact on workers' behavior after work. For instance, in 2015, Belema Oil and Gas Nigeria Limited invested more than two billion naira in the management of its workforce (Belema Oil, 2023).Similar to this, Monipulo Nigeria Limited invested over 3 billion naira in HRM techniques (Monipul, 2023). Most oil and gas firms in Nigeria are like this, investing a lot of money in HR processes. Despite the underwhelming success of Nigeria's oil and gas industry, these enormous expenditures persist (DPR, 2024). These investments led to the implementation of HR policies, which included job design, employee participation, on-site and remote employee training and development programs, modern performance management strategies, highly competitive employee benefits, and online recruitment (Fajana, Owoyemi, Elegbede, & Gbajumo-Sheriff, 2011). Major performance criteria indicate that the country's oil and gas industry is underperforming in spite of these substantial investments.

This study examined how employee behavioral aftermaths were affected by the following HRM routine dimensions: performance reviews, training and development, career advancement and development, workplace health and safety, and pay management. Consequently, the document is set up as follows: The topic statement of the study is explained in Section 2, and the investigation's objectives are presented in Section 3. The conceptual, theoretical, and empirical reviews of this study are covered in Sections 4, 5, and 6. The methodology of the study is covered in Section 7. The results and conclusion of the study effort are explained in Sections 8 and 9.

Statement of the Problem

According to academics, HR policies have a big impact on worker aftermaths (Katou, 2011; Mehmood, Awais, Afzal, Shahzadi, & Khalid, 2017). There is still debate over how these relationships operate (Glaister, Karacay, Demirbag, & Tatoglu, 2018). The relationship between worker aftermaths and HR rules is clarified by this analysis. Many HRM researchers have also been interested in the interaction between worker aftermaths and HRM routines (Katou & Budhwar, 2014). As a result, a wealth of literature has been written about this topic. Nonetheless, the majority of researchers ignored other regions of Nigeria, particularly Rivers State, in favor of concentrating on the relationship between HR and employee behavioral outcomes of industrial enterprises in Lagos, the South West Region, and other regions. We think that one of the biggest obstacles to HRM practices in Rivers State is the lack of comprehensive, localized frameworks.

Consequently, the purpose of this study is to ascertain how HRM practices affect employees' behavioral outcomes in the native oil and gas subsector of Rivers State, Nigeria. This study specifically looks at how competence, commitment, job satisfaction, motivation, presence, cooperation with management, and cooperation with coworkers are affected by six aspects of HRM routines: recruitment and selection, training and development, compensation management, performance appraisal, occupational health and safety, and career growth and development. Additionally, the study will examine the interaction between worker behavior and HRM procedures in the context of a growing state like Rivers State, Nigeria, and its indigenous oil and gas industry.

ITERATURE REVIEW

Theoretical Underpinning

Social Exchange Theory

The relationship between HRM practices and the consequences of employee behavior is explained by a number of ideas. The social exchange theory is one of them; it postulates that social behavior is the result of exchange processes. It was first proposed by George Homans in 1961, and it holds that people consider the advantages and disadvantages of social interactions. One party in such a relationship will end it if the potential hazards are greater than the benefits. When related costs outweigh advantages, this kind of interaction will continue (Cherry, 2020). Numerous academic fields, including psychology, sociology, political science, and the management sciences, have made extensive use of this idea. John Thibaut, Harold Kelly, Peter Blau, and Claude Levi-Strauss are among the other proponents and advocates of the theory (Roeckelein, 2018).Saks (2006) posits that responsibilities arise from a sequence of exchanges between parties operating in a mutually dependent state. According to the hypothesis, as a result, when companies invest in their workforce, that workforce would retaliate positively, mostly by changing how they think and act. Therefore, when companies provide incentives such better financial and nonfinancial advantages, training, and professional growth chances, workers react by exhibiting positive behavioral and psychological traits including drive, dedication, and job satisfaction (Kuvaas & Dysvik, 2010). Nonetheless, Cropanzano, Anthony, Daniels, and Hall (2016) noted that its applicability was limited by its lack of theoretical clarity. Notwithstanding this shortcoming, the theory has been extensively employed to elucidate the interpersonal dynamics between employers and workers (Crapanzano et al, 2017).

Organizational Support Theory

According to the Organizational Support Theory (OST), most workers are persuaded that their contributions are valued by the firm and have a beneficial effect on their well-being (Kurtessis, Eisenberger, Ford, Buffardi, Stewart & Adis, 2017). According to the notion, employees' views of the company's support and beliefs have an impact on their behavior and attitudes (Kurtessis et al, 2017; Kuvaas & Dysvik, 2010). According to Eisenberger,

Huntington, Hutchinson, and Sowa (1986), human resources management procedures influence how well an organization is perceived (POS). Work-life balance, family support, human resources development, reward management, performance management, and workplace safety are a few examples of HRM practices (Krishnan & Mary 2012).

The social exchange and organizational support theories are used in this study as the theoretical foundations for the research. These theories were selected because they both suggested a link between employee behavioral outcomes and HRM practices.

Human Resource Management Routines

Different authors have defined Human Resource Management (HRM) routines in different ways (Gelade & Ivery, 2003). HRM routines are a collection of policies and procedures created by Otoo (2019) with the goal of ensuring that a company's human capital helps it achieve its commercial goals. HRM routines are a collection of actions to guarantee that the company's available human resource contributes as effectively as possible to attaining business objectives, according to Katou (2011) and Katou and Budhwar (2014). In accordance with Minbaeva (2007), HRM practices are collections of HR management techniques employed by businesses with the goal of fostering staff competences unique to the company as well as other results that enhance competitive advantage. Comparably, Raeder, Knorr, and Hilb (2012) think that HRM practices are mechanisms designed to draw in, keep, inspire, and grow workers in order to guarantee the organization's survival and the successful application of its plans and policies. As a result, a prevalent component of the definition of HRM practices among academics is that it refers to a collection of HR practices intended to optimize the use of human capital that is currently available.

Several HRM functions are frequently bundled together in HRM processes. HRM practices include things like intense recruitment, longer training sessions, formal grievance procedures, personnel selection, incentive pay, career development, employee involvement, and information exchange, according to Huselid (1995). HRM practices, according to Delaney and Huselid (1997), include hiring and selection, training, and development (which are also included in Jacob & Washington, 2013; Diamantidis & Chatzoglou, 2014), as well as incentive and participation (also included in Manas and Graham, 2003). On the other side, Otoo (2019) believed that HRM processes included hiring and selection, career preparation, training and development, performance reviews, and employee involvement. Workplace health and safety was added by Diamantidis and Chatzoglou (2014) and Jacob and Washington (2013) to their list of recognized HRM practices. Thus, hiring and selection, training and development, performance management, pay administration, workplace health and safety, and career advancement and growth are all included in HRM processes. These components were also presented by Nwachukwu and Chladkova (2017) as components of HRM practices that are available in Nigeria.

Worker Behavioural Aftermaths

Employee behavioral and attitude patterns within an organization are known as worker behavioral aftermaths. The components of an attitude disposition are dedication, job satisfaction, turnover, and presence (as opposed to truancy). Conversely, behavioral disposition includes collaboration with management, motivation, compliance, and cooperation among coworkers. Posada, Martin–Sierra & Perez, 2017; Katou, 2011; Dava & Bala, 2012; Collins, Ericksen & Allen, 2005; Otoo, 2019; Charted Institute of Personnel Development, 2016) all agree that competence is a common trait in behavior and attitude. Combining all of these viewpoints, we find that Employee Behavioural Outcomes are: Job Satisfaction, Motivation Presence, Competence, Commitment, Compliance, and Cooperation with Coworkers and Management. According to Armstrong (2012), employee engagement includes citizenship in the company, motivation, and dedication.

Empirical Review

The relationship between HR policies and employee outcomes has been the subject of numerous prior studies on HRM practices and corporate performance. This is an overview of a few earlier research projects. Otoo (2019) investigated the relationship between HRM practices and organizational performance, with a focus on the mediating function of employee competency. A copy of a structured questionnaire was distributed to 600 employees of particular hotels in this study in order to collect pertinent data, which was then subjected to SEM analysis. The study discovered that procedures related to human resources management moderate the link between HRM practices and organizational performance by substantially influencing employee competence. Taib, Saludin, and Hanafi (2018) looked into the relationship between HRM practice and organizational performance and the mediating function of employee engagement, which is a component of employee outcomes. 318 Malaysian public sector personnel provided data, which was then examined using SEM. The findings indicate a strong correlation between employee engagement and HRM strategies. The study also discovered that the association between HRM practices and organizational performance is considerably mediated by employee engagement. This study's shortcoming is that it fails to take into account other important factors that affect employee results. This research aims to close this gap.

Sothan, Baoku, and Xiang (2016) investigated the connection between worker creativity and commitment. Employing Structural Equation Modeling (SEM) to analyze data from 342 sampled respondents selected from hotels in Cambodia, the study discovered that commitment strongly influences employee creativity, which is a subset of employee competence. However, Teryima et al. (2016) discovered that employee commitment is highly influenced by motivating factors. The fragmented approach taken by these research in examining the factors that influence employee outcomes is a weakness.

Jiang, Lepak, Hu, and Baer (2012) looked into how HR affected business performance, focusing on relationship-interfering variables. A total of 120 unbiased samples were

represented by the 116 articles that contained data from 31,463 companies. The Structural Equation Model was used for the analysis. It was discovered that the performance of organizations and the behavioral outcomes of employees were affected differently by three components of HR systems. It has also been demonstrated that HR procedures and organizational performance are related. The authors discovered that a one standard deviation (SD) rise in HR procedures corresponded to a.13,.18, or.09 increase in a firm's financial performance.

Similarly, Kovak and Dysvik (2010) investigated how employee outcomes (affective commitment, job effort, turnover intentions, and organizational citizenship behavior) were impacted by perceived investments in learning and development. The study demonstrated that perceived investment in employee development strongly impacts chosen employee outcomes using cross-sectional data obtained from 331 employees of Norwegian telecommunication enterprises and analyzed using structural equation modeling (SEM). Singh (2014) looked into how HRM practices affected the performance of Indian organizations. To this purpose, SEM was used to process data that was collected from 120 Indian companies. The study found that key HRM procedures had a favorable impact on the behavioral outcomes of employees.

METHODOLOGY

According to Otoo (2019), this study evaluates HR policies in six dimensions: performance management, pay management, training and development, recruitment and selection, safety and wellness at work, and career progression and development. According to Katou (2011) and Armstrong (2013), employee behavioral outcomes include Competence, Cooperation with Management, Cooperation with Employees, Motivation, Commitment, Job Satisfaction, Compliance, and Presence.

Figure1illustrates the conceptual framework of the study:

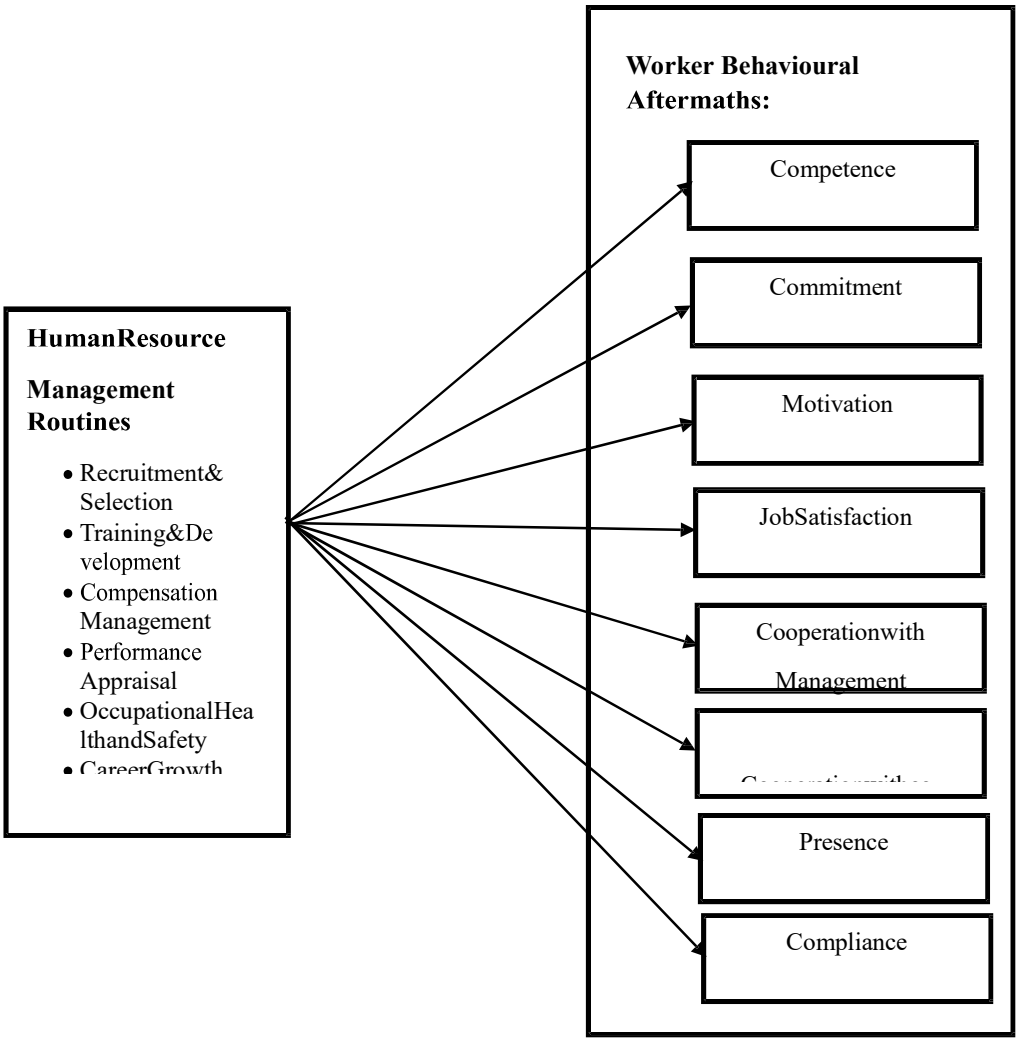

Fig.1. Conceptualframework

Source: Authors' Conceptual Illustration,2024.

The following hypotheses were tested in the study:

H1: The behavioral consequences of employees (competence, commitment, motivation, job satisfaction, cooperation with management, cooperation with coworkers, presence, and compliance) are not significantly influenced by HRM procedures. H2: HRM practices and employee behavioral outcomes (competence, commitment, motivation, job satisfaction, cooperation with management, cooperation with coworkers, presence, and compliance) do not significantly correlate. A cross-sectional survey research design is used in this study. A structured questionnaire was distributed to 400 participants, who were selected from a population of 28,299 middle-level managers of indigenous oil and gas companies listed on the Nigeria Exchange Limited and based in Port Harcourt, Rivers State, Nigeria. The number of middle-level managers was determined by extracting data from publicly available financial statements of specific indigenous oil and gas companies. The rationale behind selecting Rivers State was because, in terms of output volume, 70% of all indigenous oil and gas activities are located in Rivers State, Nigeria (Department of

Petroleum Resources, 2024). These samples were chosen using a stratified random sampling technique, with Nigeria Exchange Limited's classification of the country's oil and gas industry making up each strata. The Yamane algorithm was used to get a sample size of 376 respondents at e = 0.05. Nonetheless, 381 completed questionnaires were determined to be valid out of the 400 samples that were chosen as respondents.

Table 1 shows the organizations from which samples are drawn and the number of sampled respondents.

Table1. Respondents according to industry used

NameofFirm	Strata	NumberofSamples
Agon Oil and Gas Company	OilandGas(Lubricants)	36
Auburn Oil and Gas	OilandGas(Lubricants)	57
Belema Oil and Gas	OilandGas(Lubricants)	20
Bell Oil and Gas	OilandGas(Lubricants)	43
Dominos Oil and Gas	OilandGas(Lubricants)	23
Emmaus Oil and Gas	OilandGas(Lubricants)	22
Hepzelah Nigeria Ltd	OilandGas(Lubricants)	24
Honeywell Oil and Gas	OilandGas(Lubricants)	22
Lewis Oil and Gas	OilandGas(Lubricants)	23
Masters Energy Oil and Gas Ltd	OilandGas(Lubricants)	34
Monipulo	OilandGas(Lubricants)	25
Nero Oil and Gas	OilandGas(Lubricants)	21
Zitadel Group	OilandGas(Lubricants)	31
Total		**381**

Source: Field Survey (2024).

Domestic oil and gas companies are classified as consumer products, industrial goods, or healthcare by Nigeria Exchange Limited, which lists listed companies. The strata from which samples are taken are made up of these groupings. Information taken from company financial statements reveals that more than 60% of middle-level managers employed in the domestic oil and gas industry are from the consumer products industry. Thus, this proportion was used to compute the total number of samples from the sector. This study employed items from the structured questionnaire used by Demo, Nieva, Nunez, and Rozzett (2012) and Katou and Budhwar (2012) with consent from the authors. To be more precise, the study uses questionnaire items from Demo et al. (2012) to measure HRM procedures and Katou and Budhwar (2012) to measure worker behavioral aftermaths. Armstrong (2013) and Nanjundeswaraswamy (2019), two HRM subject matter experts, contributed further ideas to the questionnaire's item design. A Likert scale with the polar anchors 1: strongly disagree, 2: disagree, 3: indifferent, 4: agree, and 5: strongly agree was used to measure HRM practices. The Likert scale with comparable polar anchors was also used to measure the behavioral aftermaths of workers. Most people would agree that cross-sectional data is not very good at proving causality (George, 2012; Groves). Therefore, by designing the measuring instrument to compel respondents to provide information over the last three years, this study managed to address this limitation.

Consistencyandreliabilityofitemsweretestedusing Cronbachcoefficientalpha,andtheresultsareshowninTable2:

Table 2. Cronbach coefficientalpha

Construct	Items	NumberofItems	CronbachAlpha
HRM Routines	RecruitmentandSelection	6	0.84
	Learning&Development	6	0.88
	RewardManagement	5	0.81
	PerformanceAppraisal	5	0.86
	OccupationalHealthandSafety	9	0.92
	CareerGrowthandDevelopment	4	0.95
WorkerBehaviouralAftermaths	Commitment	4	0.85
	Competence	3	0.92
	JobSatisfaction	3	0.95
	Motivation	3	0.96
	Cooperationwithmanagement	5	0.8
	Cooperationwithco-workers	4	0.86
	Presence	2	0.97
	Compliance	3	0.97

Source:ExtractfromCronbachCoefficientAlphaComputationusingSPSS23.0(2024),

Table 2 displays the Cronbach Coefficient Alpha results. According to Nunnally (1978), the table indicates that all items are consistent and dependable, with the lowest coefficient being 0.8. SEM multiple regression statistical analysis was used to analyze the data, and SPSS version 23 was used for computation.Coefficientsofthefollowingmodelwereestimatedusingthe OrdinaryLeastSquares(OLS)method:

$$EO_1=\alpha_1+\beta_1HRM_1+\beta_2HRM_2+\beta_3HRM_3+\beta_4HRM_4+\beta_5HRM_5+\beta_6HRM_6+\varepsilon_1 \quad (1)$$

$$EO_2=\alpha_2+\beta_7HRM_1+\beta_8HRM_2+\beta_9HRM_3+\beta_{10}HRM_4+\beta_{11}HRM_5+\beta_{12}HRM_6+\varepsilon_2 \quad (2)$$

$$EO_3=\alpha_3+\beta_{13}HRM_1+\beta_{14}HRM_2+\beta_{15}HRM_3+\beta_{16}HRM_4+\beta_{17}HRM_5+\beta_{18}HRM_6+\varepsilon_3 \quad (3)$$

$$EO_4=\alpha_4+\beta_{19}HRM_1+\beta_{20}HRM_2+\beta_{21}HRM_3+\beta_{22}HRM_4+\beta_{23}HRM_5+\beta_{24}HRM_6+\varepsilon_4 \quad (4)$$

$$EO_5=\alpha_5+\beta_{25}HRM_1+\beta_{26}HRM_2+\beta_{27}HRM_3+\beta_{28}HRM_4+\beta_{29}HRM_5+\beta_{30}HRM_6+\varepsilon_5 \quad (5)$$

$$EO_6=\alpha_6+\beta_{31}HRM_1+\beta_{32}HRM_2+\beta_{33}HRM_3+\beta_{34}HRM_4+\beta_{35}HRM_5+\beta_{36}HRM_6+\varepsilon_6 \quad (6)$$

$$EO_7=\alpha_7+\beta_{37}HRM_1+\beta_{38}HRM_2+\beta_{39}HRM_3+\beta_{40}HRM_4+\beta_{41}HRM_5+\beta_{42}HRM_6+\varepsilon_6 \quad (7)$$

$$EO_8=\alpha_8+\beta_{43}HRM_1+\beta_{44}HRM_2+\beta_{45}HRM_3+\beta_{46}HRM_4+\beta_{47}HRM_5+\beta_{48}HRM_6+\varepsilon_8 \quad (8)$$

Where:EO1=Competence;EO2=Commitment;EO3=Motivation;EO4=CooperationwithManagement;EO5=CooperationwithCo-workers;EO6=JobSatisfaction,EO7=PresenceandEO8=Compliance;HRM1=RecruitmentandSelection;HRM2=Training&Development;HRM3=PerformanceAppraisal;HRM4=CompensationManagement;HRM5

=OccupationalHealthandSafety;HRM6=CareerGrowthandDevelopment;α1,α2,….,α7=Constants(Intercepts),β1,β2,…….,β48=regressioncoefficients;ε1,ε2,….,ε8=StochasticDisturbanceTerm.

The Pearson Correlation Coefficients for each independent variable are displayed in Table 3. According to Kock and Lynn (2012), there may be multicollinearity among the independent variables if there are significant correlation coefficients. The table's results, however, indicate a weak correlation coefficient all at P>0.05, indicating that divergence is not present in the model and that the correlation coefficient among the independent variables is not significant.

Table3. Multicollinearity test

	HRM_1	**HRM_2**	**HRM_3**	**HRM_4**	**HRM_5**	**HRM_6**
HRM_1	1					
HRM_2	.11	1				
HRM_3	.13	.15	1			
HRM_4	.18	.13	.08	1		
HRM_5	.21	.21	.11	.13	1	
HRM_6	.15	.14	.2	.21	.1	1

Note: P>0.05.

Source: Extract of results from SPSS23.0.

Discussion of Findings

The calculated un-standardized coefficients are displayed in Table 4. With an un-standardized coefficient of 0.481, Occupational Health and Safety (HRM5) thus has the largest impact on competence; nevertheless, the impact is negligible at P > 0.05. On the other hand, worker competence (EO1) is significantly impacted by Recruitment and Selection (HRM1), Training and Development (HRM2), Performance Appraisal (HRM3), Compensation Management (HRM4), and Career Growth and Development (HRM6) at P < 0.05. The conclusion is in line with the views of a number of academics (Katou, 2011; Katou & Budhwar, 2012; Glaister et al, 2018).

Table4. Unstandardised Beta(β) coefficients and level of significance

	EO_1 βValue	EO_2 βValue	EO_3 βValue	EO_4 βValue	EO_5 βValue	EO_6 βValue	EO_7 βValue	EO_8 βValue
HR M_1	.115*	.105**	.116**	.156*	.040**	.094**	.065**	.03**
HR M_2	.162*	.051*	.013*	.116**	.041**	.134*	.097**	.241*
HR M_3	.176*	.141*	.039*	.002*	.028**	.255*	.135**	.051**
HR M_4	.006*	.055*	.086*	.096*	.089**	.070*	.056*	.025**
HR M_5	.481**	.211*	.099*	.096*	.075**	.072*	.218*	.541*
HR M_6	.415*	.94*	.87*	.87*	.54*	.754*	..873*	.625*

*DependentVariables:EO1,EO2,EO3,EO4,EO5,EO6,EO7,EO8,*P<.05;**P>.05*

Source:ExtractofresultsfromSPSS23.0.

Comparably, Commitment (EO2) is significantly positively impacted by Training and Development (HRM2), Performance Appraisal (HRM3), Compensation Management (HRM4), Occupational Health and Safety (HRM5), and Career Growth and Development (HRM6) at $P < 0.05$. $P > 0.05$ indicates that Recruitment and Selection have no discernible effect on EO2. The findings of other researchers (Collins et al., 2005; Diamantidis & Chatzoglou, 2014; Manas & Graham, 2003; and Sothan et al., 2016) are likewise consistent with this outcome.

The outcome also demonstrates that the following factors significantly affect motivation (EO3) at $P < 0.05$: occupational health and safety (HRM5), career growth and development (HRM6), performance appraisal (HRM3), compensation management (HRM4), training and development (HRM2), and occupational health and safety (HRM5). However, Motivation (EO3) is not greatly impacted by Recruitment and Selection (HRM1). Also in agreement with this result are Demo et al. (2012), Sev et al. (2016), and Raeder et al. (2012). Additionally, at $P < 0.05$, the results demonstrate that HRM1, HRM3, HRM4, HRM5, and HRM6 are significantly determined by Cooperation with Management (EO4). At $P < 0.05$, the impact of HRM2 on EO4 is negligible. Conversely, HRM6 has a substantial impact on coworker cooperation (EO5).However, for $P < 0.05$, the impact of HRM1, HRM2, HRM3, HRM4, and HRM5 on EO5 is negligible. This outcome is in line with the opinions of a number of writers, such as Mehmood et al. (2017), Taib et al. (2018), and Kuvaas & Dysvik (2010). However, HRM2, HRM3, HRM4, HRM5, and HRM6 had a substantial impact on job satisfaction (EO6) at $P < 0.05$. At $P > 0.05$, HRM1's effect on EO5 is negligible, though. This viewpoint is supported by a number of authors, including Sawitri & Suswati (2016), Taib et al. (2018), Yanadori & Yaasveld (2014), and Posada et al. (2017).According to Katou (2009), Katou (2011), Katou & Budhwar (2012), and Katou & Budhwar (2014), the outcome additionally demonstrates that HRM4 significantly predicts Presence (EO7), HRM5, and HRM6 at $P < 0.05$, but the impact of HRM1, HRM2, and HRM3 is not significant at $P > 0.05$.

TheresultalsoshowsthatHRM2significantlydeterminesCompliance(EO8),HRM5andHRM6 atP<0.05andisinsignificantlydeterminedbyHRM1,HRM3andHRM4atP>0.05(Glaisteretal,2 018;Jiangetal,2012;Sikoraetal,2016).

Fitting these results into the model produces the following:

EO1=1.23+0.115HRM1+0.162HRM2+0.176HRM3+0.006HRM4+0.401HRM5+0.415H RM6*(R^2=.57,r=.75;p<.05)* (9)

EO2=1.56+0.105HRM1+0.056HRM2+0.141HRM3+0.055HRM4+0.211HRM5+0.94 HRM6*(R^2=.63,r=.79;p<.05)* (10)

EO3=1.63+0.116HRM1+0.013HRM2+0.039HRM3+0.086HRM4+0.099HRM5+0.87 HRM6*(R^2=.55,r=.74;p<.05)* (11)

EO4=1.85+0.156HRM1+0.116HRM2+0.002HRM3+0.096HRM4+0.096HRM5+0.87 HRM6*(R^2=.52,r=.72;p<.05)* (12)

EO5=1.690+040HRM1+0.041HRM2+0.028HRM3+0.089HRM4+0.079HRM5+0.54 HRM6*($R^2$of.61,r=.78;p<.05)* (13)

EO6=1.96+0.094HRM1+0.134HRM2+0.255HRM3+0.070HRM4+0.072HRM5+0.75 4HRM6*($R^2$of.52,r=.72;p<.05)* (14)

EO7=1.01+0.065HRM1+0.097HRM2+0.135HRM3+0.056HRM4+0.218HRM5+0.87 HRM6*($R^2$of.58,r=.75;p<.05* (15)

EO8=1.01+0.065HRM1+0.097HRM2+0.135HRM3+0.056HRM4+0.218HRM5+0.62 5HRM6*($R^2$of.58,r=.89;p<.05)* (16)

The impact of HRM1 and HRM2 on Competence (EO1) is expressed in Equation (9) together with the effects of HRM5 and HRM6 on Occupational Health and Safety, Performance Appraisal, Compensation Management, Training and Development, and Recruitment and Selection. This model's Coefficient of Determination (R2) is 0.57, indicating that independent variables account for 57% of the variances in competence at $P < 0.05$. The dependent and independent variables have a high positive association, as indicated by the Pearson correlation coefficient of 0.75.

The impact of HRM1, HRM2, HRM3, HRM4, HRM5, and HRM6 on Commitment (EO2) is outlined in Equation (10). With a coefficient of determination (R2) of 0.63, the independent factors account for 63% of the changes in commitment at $P < 0.05$. There is a significant positive relationship between the dependent and independent variables, as indicated by the Pearson Correlation Coefficient of 0.79.

Equation(11)describestheinfluenceofHRM1,HRM2,HRM3,HRM4,HRM5andHRM6onInspiration (EO3). Every dependent variable has a positive influence on every independent variable, just like in the earlier equations. Additionally, at $P < 0.05$, the Coefficient of Determination (R2) demonstrates that the dependent variables account for 55% of changes in motivation. Furthermore, there is a high positive correlation between the dependent and independent variables, as indicated by the Pearson Correlation Coefficient of 0.74.

The effects of HRM1, HRM2, HRM3, HRM4, HRM5, and HRM6 on Cooperation with Management (EO4) are outlined in Equation (12). Every independent variable influences the dependent variables in a beneficial way. Furthermore, at $P < 0.05$, the Coefficient of Determination indicates that the independent factors explain for 52% of the variance in Cooperation with Management. Additionally, a significant positive degree of association between the dependent and independent variables is demonstrated by a Pearson Correlation Coefficient of 0.72.

Equation (13) illustrates how HRM1, HRM2, HRM3, HRM4, HRM5, and HRM6 affect coworker cooperation (EO5). With an R2 of 0.61 and a r of 0.78 at $P < 0.05$, all independent factors have a positive effect on the dependent variable. According to this finding, there is a strong positive interaction between the dependent and independent factors and the dependent variables account for 61% of variability in the dependent variable.

The effect of independent factors on job satisfaction (EO6) is represented by equation (14). The equation demonstrates, in line with the preceding findings, that each independent variable positively influences the dependent variables, as indicated by the positive coefficients. A favorable joint relationship between the dependent and independent variables is indicated by the r of 0.72, and the R2 indicates that 52% of variations in job satisfaction are caused by changes in the independent variables..

The relationship between the independent factors and the dependent variable (Presence [EO7]) is seen in equation (15). According to the equation, every independent variable has a positive effect on the dependent variables at $P < 0.05$, R2 of 0.58, and R of 0.75. A strong positive correlation has been observed between all independent and dependent variables. Additionally, 58% of presence changes are determined by the dependent variables.

The relationship between Compliance (EO8) and the dependent variables is seen in Equation (16). Equation R2 indicates that changes in the independent variables at $P < 0.05$ account for 58% of variations in Compliance. The dependent and independent variables have a significant positive association, as indicated by the Pearson Correlation Coefficient of 0.89.

The aforementioned results are also in line with the opinions of a number of authors, including Heffernan & Dundon (2016), Sawitri, Suswati & Huda (2016), Yanadori & Yaazveld (2014), AlDamoe, Yamaz & Hamid (2013), Boon, Boselie & Dietz, 2008, Armstrong, 2005; Youndt, Snell, Dean & Lepak, 1996; Delaney & Huselid, 1997; Fajana et al, 2011; Paauwe, 2009; Paauwe & Boselie, 2005; Katou & Budhwar, 2012; Foss & Laursen,

2000; Way, 2002; Wright, Gardner, Moynihan & Allen, 2005; Wright, McCormick, Sherman, & McMahan, 1999).

The study's main disadvantage is that, because it concentrates on Nigeria's domestic oil and gas industry, its findings may not be applicable to other industries. Furthermore, Podsakoff, Podsakoff, McKenzie & Lee, 2003; Hancock, 2015; Ittner & Larker, 2001; Wright, Gardner, Moynihan, Park, Gerhart, & Delery, 2001) all depend on a self-reporting questionnaire for the study.

ImplicationsoftheseequationsonthehypothesesforthisinvestigationareshowninTable5.

Table5. Hypothesestestresults

Hypotheses	Result
The behavioral consequences of employees (competence, commitment, motivation, job satisfaction, cooperation with management, cooperation with coworkers, presence, and compliance) are not significantly influenced by HRM procedures.	Reject
HRM practices and employee behavioral outcomes (competence, commitment, motivation, job satisfaction, cooperation with management, cooperation with coworkers, presence, and compliance) do not significantly correlate.	Reject

Source: Authors' hypotheses test results.

The results of equations (1) through (5) are shown in Table 5, indicating the rejection of each and every null hypothesis. The rejections imply that all facets of HRM practices are related to the organizational performance of businesses operating in Nigeria's domestic oil and gas industry.

Conclusion and Recommendation

The purpose of the study was to ascertain the extent to which worker behavioral aftermaths (competence, dedication, motivation, cooperation with management, cooperation with coworkers, job satisfaction, presence and compliance) were impacted by key HRM routine dimensions (Recruitment and Selection, Training and Development, Compensation Management, Performance Appraisal, Occupational Health and Safety, and Career Advancement and Progress). The investigation discovered every aspect of HRM practices to identify and forecast every aspect of employee behavioral consequences. This conclusion is consistent with the views of numerous academics(Heffernan & Dundon, 2016; Sawitri, Suswati & Huda, 2016; Yanadori & Yaazveld, 2014; AlDamoe, Yamaz & Hamid, 2013; Armstrong, 2005; Youndt, Snell, Dean & Lepak, 1996; Delaney & Huselid, 1997; Fajana et al, 2011; Paauwe, 2009; Paauwe & Boselie, 2005; Katou & Budhwar, 2011; Foss & Laursen, 2000; Way, 2002; Wright, Gardner,

Moynihan & Allen, 2005; Wright, McCormick, Sherman, & McMahan, 1999; Diamantidis & Chatzoglou, 2014; Manas & Graham, 2003; Dothan et al, 2016; Katou, 2011; Katou & Budhwar, 2012; Katou & Budhwar, 2014 etc. It is recommended that companies use the necessary HRM practices if they want to improve on important Worker Behavioural Aftermaths like Job Satisfaction, Commitment, Competence, Motivation, Presence, and Cooperation. This study also supports the need to keep funding

HRM practices.

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