

HUMAN RESOURCE PRACTICES AND ORGANIZATIONAL PERFORMANCE OF DANGOTE CEMENT COMPANY, OBAJANA, KOGI STATE, NIGERIA

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ABSTRACT

The main objective of this study is to examine the effect of Human Resource Practices and Organizational Performance of Dangote Cement Company, Obajana, Kogi State, Nigeria. The population of the study comprises of 1867 staff of Dangote Cement Industry, Obajana, Kogi State. The sample size was 329 which was ascertain using Taro Yamani sampling technique. The hypotheses of the study was tested using multiple regression analysis with the aid of SPSS 22.0. Findings revealed that incentive and benefit, performance appraisal and recruitment and selection has positive and significant effect on organizational performance in Dangote Cement Industry, Obajana, Kogi State. The study concluded that human resource management practices significantly impact organizational performance of Dangote Cement Industry, Obajana, Kogi State. The study recommended that management should adopt a comprehensive incentive and benefit policy that fairly rewards employees in line with their contributions. Firm should institutionalize regular and transparent performance appraisal systems. Such systems should be objective, merit-based, and aligned with organizational goals to reward outstanding performers and identify areas where underperforming employees require training, mentorship, or support. Recruitment should be based on competence, qualifications, and merit, supported by modern recruitment tools such as psychometric testing, competency-based interviews, and background checks to guarantee that only the most qualified candidates are employed to drive organizational growth.

Keywords: Human Resource Management, Organizational Performance, Incentive and Benefit, Performance Assessment, Recruitment and Selection and Revenue Growth

INTRODUCTION

Human resource management (HRM) practices occupy a central position in contemporary debates about organizational competitiveness and sustainable performance. Across advanced and developing economies alike, scholars and practitioners treat HRM not merely as an administrative function but as a strategic bundle of practices that shapes the knowledge, motivation and behavior of employees and thereby the productivity, innovation and resilience of firms (Lenart-Gansinieć, 2023). Incentives and benefits operate principally through motivational and equity channels; performance appraisal creates clarity of expectations, feedback and alignment; and recruitment and selection govern the inflow of human capital and person–job/organization fit. Meta-analytic and review evidence suggests that well-designed HRM bundles produce meaningful gains in task performance and contextual behaviors, although effect sizes vary with context, implementation fidelity and institutional constraints (Chen, 2023; Lenart-Gansinieć, 2023).

Incentive and benefit architectures when calibrated to organizational goals have been repeatedly shown to increase measurable performance outcomes and reduce turnover, particularly where pay-for-performance is tied to transparent metrics and complemented by non-financial benefits that address intrinsic and extrinsic needs (Liu et al., 2022; Chen,

2023). Financial incentives, variable pay and comprehensive benefits package increase extrinsic motivation and, through perceived organizational support, strengthen organizational commitment (Liu et al., 2022). On the other hand, performance appraisal systems furnish the diagnostic information needed for development, promotion and reward decisions; rigorous appraisal regimes improve alignment between individual outputs and firm strategy, and generate data for targeted training and succession planning (Arokiasamy, 2024). Recruitment and selection secure the human capital the firm requires: valid selection instruments and structured hiring reduce skill mismatches, lower adjustment costs and raise team robustness (Lenart-Gansiniec, 2023). Cross-national reviews and field studies therefore advance a parsimonious causal model: sound HRM practices enhanced employee ability, motivation and opportunity superior organizational performance (Lenart-Gansiniec, 2023).

Yet important qualifications temper the optimism. A growing empirical literature cautions that incentives can backfire when poorly designed: narrowly framed pay-for-performance encourages short-termism, gaming, and excessive risk-taking; in complex tasks, incentive schemes that neglect intrinsic motives or team interdependencies produce little or no net gain (Soane et al., 2024; Chen, 2023). Performance appraisal systems if perceived as biased, punitive or administratively cumbersome erode trust and depress discretionary effort rather than enhance it (Arokiasamy, 2024). Recruitment and selection mechanisms are similarly vulnerable to informal practices, nepotism and weak validation in contexts where institutional checks are weak; the result is weak person–job fit, which attenuates the expected performance premium from hiring (Lenart-Gansiniec, 2023). Consequently, the literature has moved from a universalist “best practices” prescription to a contingency view that emphasizes institutional fit, managerial capability and bundles of complementary practices (Chen, 2023; Lenart-Gansiniec, 2023).

Nevertheless, several real and persistent problems undermine the translation of HRM theory into sustained practice. Institutional fragility: weak enforcement of labor regulations, fragmented collective bargaining and uneven corporate governance reduce employers’ incentives to invest in transparent HR systems. Resource constraints: many Nigerian firms especially SMEs that lack the administrative capacity, HR analytics and budgetary flexibility to design incentive systems that are both performance-sensitive and equitable. Socio-cultural norms: patronage and kinship networks frequently intrude on recruitment and promotion decisions, diminishing the predictive validity of hiring processes and breeding organizational cynicism (IIARD, 2023; Onwuchekwa & Okolocha, 2024).

In arriving at the objectives of this study, the following research questions are formulated to be answered by this paper.

- i. Does incentive and benefit have significant effect on organizational performance in Dangote Cement Industry, Obajana, Kogi State?
- ii. Does performance appraisal have significant effect on organizational performance in Dangote Cement Industry, Obajana, Kogi State?
- iii. Does recruitment and selection have significant effect on organizational performance in Dangote Cement Industry, Obajana, Kogi State?

The main objective of this study is to examine Human Resource Practices and Organizational Performance of Dangote Cement Company, Obajana, Kogi State, Nigeria. The Specific objectives are:

- i. To ascertain whether incentive and benefit affect organizational performance in Dangote Cement Industry, Obajana, Kogi State.
- ii. To investigate whether performance appraisal affect organizational performance in Dangote Cement Industry, Obajana, Kogi State.
- iii. To establish whether recruitment and selection affect organizational performance in Dangote Cement Industry, Obajana, Kogi State.

To address the research questions designed for this study, the following hypotheses was formulated and tested in null form;

H₀₁: Incentive and benefit do not have significant effect on organizational performance in Dangote Cement Industry, Obajana, Kogi State.

H₀₂: Performance appraisal do not have significant effect on organizational performance in Dangote Cement Industry, Obajana, Kogi State.

H₀₃: Recruitment and selection do not have significant effect on organizational performance in Dangote Cement Industry, Obajana, Kogi State.

REVIEW OF RELATED LITERATURE

Conceptual Review

Concept of Human Resource Management

Human resource management (HRM) is a concept of multidimensionality which has taken the form of personnel administration which is a conventional aspect, to now become a strategic aspect at the center of survival and competitiveness of organizations. Armstrong and Taylor (2020) argue that HRM is a coherent and strategic approach to managing the most treasured assets of any organization the people who work in it and who, individually and collectively, play a role in the success of the organization. In a similar manner, the article by Boxall and Purcell (2016) referred to HRM as the management of work and people to achieve desired ends because it has got dual functions in shaping the work and directing the workforce. Guest (2017) considers HRM as a group of policies aimed at maximizing the integration process within the organization, employee commitment to the organization, flexibility and quality and the alignment of the personal and organization objectives.

Armstrong and Taylor's (2020) definition is adopted because it encapsulates both the strategic and human dimensions of HRM, aligning with the study's focus on how incentive and benefit systems, performance assessment, and recruitment and selection practices strategically enhance organizational performance.

Incentive and Benefit

Incentives and benefits constitute a central dimension of human resource management, often regarded as the most direct mechanism through which organizations influence employee motivation, satisfaction, and performance. According to Milkovich et al. (2014), incentives are variable rewards directly linked to performance outcomes, while

benefits are indirect and non-wage compensations such as health care, pensions, and paid leave, which together enhance employee well-being and organizational commitment. Armstrong and Taylor (2020) define incentives and benefits as integral components of reward management aimed at eliciting desired behaviors while ensuring fairness and equity in employment relationships. More recently, Chen et al. (2023) describe incentives as mechanisms to align employee motivation with organizational objectives, while benefits serve as supportive provisions that reinforce loyalty and reduce turnover.

The definition by Armstrong and Taylor (2020) is adopted, as it captures both the motivational and equity dimensions of incentives and benefits, aligning with the study's emphasis on how reward systems influence organizational performance.

Performance Appraisal

Performance appraisal is a fundamental aspect of human resource management, serving as a systematic process through which organizations evaluate the contributions, strengths, and developmental needs of employees. According to DeNisi and Murphy (2017), performance appraisal refers to the measurement and evaluation of employees' work behaviors and outcomes against established standards, with the dual purpose of decision-making and employee development. Aguinis (2019) describes it as a continuous process of identifying, measuring, and developing performance by linking individual goals to organizational objectives. Armstrong and Taylor (2020) define performance appraisal as a structured process that generates information to improve employee effectiveness and organizational alignment. More recently, Arokiasamy (2024) emphasizes that performance appraisal not only measures productivity but also provides feedback that enhances engagement, learning, and accountability within organizations.

Aguinis's (2019) definition is adopted because it reflects the dynamic and strategic nature of performance assessment, positioning it not as a one-off evaluation but as a continuous process that directly aligns employees' contributions with organizational goals.

Recruitment and Selection

Recruitment and selection are central components of human resource management, representing the processes through which organizations attract, evaluate, and choose candidates who best fit their strategic and operational needs. According to Breaugh (2017), recruitment is the practice of generating a pool of qualified applicants, while selection involves identifying those most likely to contribute effectively to organizational objectives. Armstrong and Taylor (2020) define recruitment and selection as systematic processes aimed at ensuring that the right individuals, with the right skills and attitudes, are placed in the right positions. Oaya et al. (2017) emphasize that effective recruitment and selection are vital determinants of employee performance and retention, as they ensure alignment between organizational expectations and individual capabilities.

The definition by Armstrong and Taylor (2020) is adopted because it encapsulates the systematic and strategic dimensions of recruitment and selection, aligning with the study's focus on how human resource practices influence organizational performance in Nigeria.

Organizational Performance

Organizational performance is regarded as the ultimate measure of effectiveness, competitiveness, and long-term sustainability. Richard et al. (2009) show that organizational performance is a combination of efficiency and effectiveness indicators, which include financial performance, product market performance, and shareholder return. More recently, Hult et al. (2008) conceptualize organizational performance as the capacity of a firm to achieve superior outcomes in terms of customer satisfaction, innovation, and profitability. Furthermore, Tangen (2005) highlights the operational perspective, defining organizational performance as the ability of an enterprise to produce outcomes in line with predetermined objectives using minimal resources.

The definition by Richard et al. (2009) is adopted because it provides a comprehensive and multidimensional understanding of organizational performance that aligns with the study's focus on both financial and non-financial outcomes in relation to human resource management practices.

Revenue Growth

Revenue growth is widely recognized as a critical indicator of organizational success, competitiveness, performance and long-term sustainability. According to Penman (2013), revenue growth represents the increase in a firm's sales over time, serving as a direct signal of market acceptance and demand expansion.. Similarly, Davidsson et al. (2009) define revenue growth as the rate of increase in sales volume or value, arguing that it captures not only financial health but also the underlying entrepreneurial capacity of a firm. More recently, Davila and Foster (2018) highlight revenue growth as an outcome of managerial decisions, market dynamics, and organizational capabilities, underscoring its role as a predictor of firm survival and investor confidence.

The definition by Davidsson et al. (2009) is adopted because it integrates both the financial and entrepreneurial perspectives, aligning with the study's focus on organizational growth and performance in competitive environments.

Theoretical Framework

Systems Theory

Systems Theory, originally developed by Ludwig von Bertalanffy in the 1940s and later expanded in his seminal work *General System Theory* (1968), provides a holistic framework for understanding the interdependence of components within an organization. The theory posits that organizations, like biological systems, operate as open systems that continuously interact with their environments. This interaction involves inputs, transformation processes, outputs, and feedback mechanisms, all of which determine organizational effectiveness and survival (Bertalanffy, 1968). Katz and Kahn (1978) further extended the application of Systems Theory into organizational studies, emphasizing that human organizations are open systems requiring the constant exchange of information, energy, and resources with their environment to sustain performance.

The assumptions of Systems Theory are central to its relevance in organizational and human resource management contexts. It assumes that organizations are open systems rather than closed entities, meaning they cannot function in isolation but depend on continuous interaction with external forces such as labor markets, regulatory bodies, and competitors (Katz & Kahn, 1978). The theory assumes that the whole is greater than the sum of its parts, implying that

organizational effectiveness emerges not from isolated HR practices but from the synergy created when recruitment, training, incentives, and performance assessments interact cohesively.

These HRM practices collectively enhance the transformation process that converts employee skills and motivation into organizational outputs such as productivity, revenue growth, innovation, and profitability. Thus, the effectiveness of HRM practices is not isolated but interdependent, contributing to the organization's ability to adapt, survive, and remain competitive in dynamic environments (Mele et al., 2010). Systems Theory underscores the interconnectedness of HRM practices and organizational performance. It reminds practitioners that organizations thrive not merely by implementing individual HR practices but by ensuring that these practices are integrated within a systemic framework that continuously interacts with both internal and external environments.

Underpinning Theory

The underpinning theory of this study is Systems Theory. The adoption of Systems Theory in this study is justified because it provides a holistic framework for understanding how different HRM functions interact to drive overall organizational outcomes. Systems Theory emphasizes that organizations are open systems where inputs, processes, outputs, and feedback are interconnected. In this context, recruitment and selection serve as inputs that bring in human capital, performance assessments act as feedback mechanisms that refine processes, while incentives and benefits sustain motivation and productivity as outputs. This systemic interaction highlights that organizational performance is not the result of isolated HR practices but the synergy of multiple practices working cohesively. Thus, Systems Theory directly links HRM practices to organizational effectiveness by framing them as interdependent components that collectively ensure adaptability, competitiveness, and sustained performance.

Empirical Review

Onwuchekwa and Okolocha (2024) studied the effect of performance appraisal on employees' productivity in the Nigerian telecommunication industry (MTN Nigeria Plc in Awka, Anambra State). The study made use of a descriptive survey research design. The population comprised all staff in the selected MTN office (total population = 63) and the study used total enumeration (sample size = 63). Data were collected via structured questionnaire and analyzed with SPSS 21.0. The main estimation technique reported was multiple regression (plus descriptive statistics and ANOVA where relevant). The study found that components of the appraisal system had a positive and statistically significant relationship with employee productivity. The study concluded that an effective performance appraisal system positively influences employee productivity in the telecom case studied. The study recommended that management should institutionalize regular, transparent appraisal processes, ensure timely feedback, train appraisers to reduce bias, and link appraisal outcomes to development and reward decisions to sustain productivity gains.

Yang et al. (2023) examined the relationship between performance appraisal interval (PAI) and employees' proactive work behaviour (a key performance-related outcome) across multiple teams in China. The study used a cross-sectional multilevel research design with data collected from 622 employees nested in 57 teams (population = employees in participating firms; sample size = 622 across 57 teams). The study employed cross-level analysis using multilevel modelling (hierarchical linear modelling) to test hypotheses derived from psychological momentum theory. The findings indicated an inverted U-shaped relationship between appraisal interval and proactive work behaviour: moderate appraisal frequency maximized positive behaviour, while very infrequent or overly frequent appraisals reduced

proactive efforts. Supervisor developmental feedback moderated this relationship, strengthening the positive effect when feedback was high. The study concluded that appraisal timing matters and that appraisal systems should balance frequency and developmental feedback to encourage proactive behaviours. Recommendations included redesigning appraisal intervals toward an optimal cadence (neither too sparse nor too frequent) and training supervisors to provide developmental feedback that complements appraisal timing.

Ali et al. (2023) examined the effect of recruitment and selection on organizational performance on institutions of higher learning (HEIs) in southern Khyber Pakhtunkhwa (KP), Pakistan. The research design was the quantitative survey research. The sample was comprised of faculty in both public and private HEIs in the region with a stratified random sample of 330 faculty members. Self-administered questionnaire was used in collecting data. The simple linear regression technique was applied as the main estimation technique. The research established that organizational performance is influenced by recruitment and selection practices in the sampled HEIs with high positive impact. The research made the conclusion that the recruitment process and the practices of institutional selection should center on merit in order to enhance the institutional effectiveness of the HEIs. The research has suggested that policy makers and university administrators should enhance their selection factors, institutionalize hiring processes, and conduct future research with more institutions and longitudinal designs in order to substantiate causal assertions.

Liu and Liu (2022) studied the effects of incentives on job performance, the business cycle, and population health in a developing economy with the help of the data collected among health workers of Shandong Province, China. The researcher applied a cross-sectional survey design that is quantitative in nature. The sample size included nurses and doctors of both government and privately run hospitals. The population sample consisted of 171 physicians and 149 nurses (n=320). Questionnaire was used as a method of data collection. The reported study has employed confirmatory factor analysis (CFA) in validation of measurement models and has used regression / structural modelling techniques in testing hypothesis. The results showed that monetary incentives are positive determinants of job performance and the population health outcomes, whereas transformational leadership had a greater impact on job performance compared to monetary incentives in this setting. The study concluded that incentives matter for employee performance in emerging economies but their effect is conditional on leadership and other institutional factors. The study recommended that policymakers and managers combine financial incentives with leadership development and organizational reforms to maximize performance and public-health outcomes.

Aldhuhoori et al. (2022) investigated the impact of the recruitment, selection and training practices on construction and related industries employee performance in the United Arab Emirates. The research design used in the study was a quantitative cross-sectional survey study. The population was employees in UAE public-sector construction organisations and the sample consisted of 151 respondents. Data were collected using a structured questionnaire. The principal estimation technique reported was multiple regression analysis (with descriptive statistics and reliability checks). The findings indicated a direct positive relationship between recruitment procedures, effective selection and employee performance (training was found less influential in this context). The study concluded that effective recruitment and selection significantly enhance employee performance in the UAE construction sector. The study recommended that public-sector employers prioritise rigorous selection mechanisms, improve recruitment procedures to attract qualified candidates, and complement selection with contextually appropriate training where necessary.

Sulaimon et al. (2021) have investigated how recruitment and selection practices can affect employee performance in Nigeria, in the chosen deposit money banks. Research design used was descriptive survey research design. The sample size was 126 managerial employees and the population consisted of managerial employees of the six biggest deposit money banks that would be included in the study area. The questionnaire was structured and data collected through the instrument and analysed with SPSS 22.0. The primary estimation method that was reported was a linear regression analysis. The research determined that the practice of recruitment and selection positively affect and significantly influence the performance of employees in the sampled banks. This study also concluded that recruitment and selection are powerful strategic instruments that can be used to explain employee performance within the banking sector in Nigeria. The paper advised that banks ought to establish properly planned, flexible and meritocratic recruitment programmes, reinforce selection processes to improve fit and competence and avoid external pressures which undermine selection processes.

METHODOLOGY

Survey research design was employed for this study. Check and Schutt (2017) argued that survey design is a method that enables researchers to generalize from a sample to a population and to study relationships among variables, often relying on carefully designed questionnaires.

The population of this study consist of 1867 staff of Dangote Cement Industry, Obajana, Kogi State which was sourced from the Human Resource Department of Dangote Cement Plc, 2025. Taro Yamani formula was used to determine the sample size of 329. SPSS version 22.0 was used for data analysis, employing multiple regression to estimate the model and evaluate the study's null hypotheses.

Model Specification

The dependent variable is Organizational Performance (OGP), while the independent variables are Incentive and Benefit (INB), Performance Appraisal (PFA) and Recruitment and Selection (RCS). The model is presented thus:

$$OGP = f(IND, PFA, RCS)$$

$$OGP_i = \beta_0 + \beta_1IND_i + \beta_2PFA_i + \beta_3RCS_i + \mu_i \text{-----} (1)$$

Where: OGD = Organizational Performance (Dependent Variable);

β_0 = a constant and β_{1-3} = coefficients of independent variables;

INB = Incentive and Benefit (Independent Variable)

PFA= Performance Appraisal (Independent Variable)

RCS= Recruitment and Selection (Independent Variable)

μ = Stochastic error term;

i = Cross sectional; and

f = Functional relationship

DATA ANALYSIS AND DISCUSSION OF FINDINGS

The study administered 329 questionnaires to staff of Dangote Cement Industry, Obajana, Kogi State. Of these, 283 completed questionnaires were returned, representing (86.02%) response rate, while 46 questionnaires (13.98%) were not returned. The subsequent analysis and conclusions were based exclusively on the 283 valid responses received.

Cronbach’s Alpha Reliability Test

The Cronbach Alpha test was satisfactory on all the study variables as indicated below;

Reliability Statistics	
Cronbach's Alpha	N of Items
.943	20

Source: SPSS 22.0 Version

Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.947 ^a	.896	.895	.44480

a. Predictors: (Constant), IND, PFA, RCS

The value of R-square of .896 in the table above indicated that a combination of the components of the independent variable (incentive and benefit, performance Appraisal and recruitment and selection) has combined effect of 89.6% on dependent variable (organizational performance in Dangote Cement Industry, Obajana, Kogi State). The adjusted R-square value of .895 also indicated that the combined effect of incentive and benefit, performance appraisal and recruitment and selection is also accurate, of 89.5% on organizational performance in Dangote Cement Industry. 10.5 percent was not explained by variables in this model.

ANOVA Result

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	446.730	3	148.910	752.644	.000 ^b
	Residual	51.837	262	.198		
	Total	498.567	265			

a. Dependent Variable: OGP

b. Predictors: (Constant), IND, PFA, RCS

The value of f-statistics of 752.644 and the sig. level of 0.000 in table above indicates that the model is fit and significant at 5 percent level. This was an indication that the outcome is good and can be used in decision making.

Test of Hypotheses

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constan)	-.491	.078		-6.286	.000
	IND	.130	.054	.088	2.394	.007
	PFA	.393	.052	.308	7.601	.000
	RCS	.649	.045	.595	14.468	.000

a. Dependent Variable: OGP

The coefficients table in table above was used as the main estimation technique to analyze the hypotheses of this study.

Test of Hypothesis One

H₀₁: Incentive and benefit do not have significant effect on organizational performance in Dangote Cement Industry, Obajana, Kogi State.

The above table demonstrated that t-statistic value of (2.394) and the corresponding sig. level of (.007) which is significant at 5% level of significance indicates that incentive and benefit has positive and significant influence on organizational performance in Dangote Cement Industry, Obajana, Kogi State. On this, the null hypothesis was rejected and the alternate hypothesis accepted.

Test of Hypothesis Two

H₀₂: Performance appraisal do not have significant effect on organizational performance in Dangote Cement Industry, Obajana, Kogi State.

The table also indicated that the outcome of the t-statistic value of (7.601) and the corresponding sig. level of (.000) which is significant at the 5 percent level of significance indicates that performance appraisal had positive and significant effect on organizational performance within Dangote Cement Industry, Obajana, Kogi State. According to this, the null hypothesis was discarded and the alternate hypothesis was accepted.

Test of Hypothesis Three

H₀₃: Recruitment and selection do not have significant effect on organizational performance in Dangote Cement Industry, Obajana, Kogi State.

The table indicated that the value of t-statistic at (14.468) and corresponding level of significance (.000) is significant at a level of 5% meaning that recruitment and selection has a positive and significant impact on the organization performance of Dangote Cement Industry, Obajana, Kogi State. On this, it was found that the null hypothesis was rejected and the alternate hypothesis was accepted.

Discussion of Findings

The study found that incentive and benefit have positive and significant effect on organizational performance in Dangote Cement Industry, Obajana, Kogi State. Incentives and benefits play a fundamental role in shaping employee motivation and, by extension, overall organizational performance. In contemporary human resource management, incentives and benefits are not only regarded as mechanisms for rewarding effort but also as strategic tools that stimulate commitment, enhance productivity, and foster long-term loyalty among employees. When employees perceive that their contributions are adequately recognized and rewarded, they are more likely to align their personal goals with organizational objectives, thereby creating a culture of performance and accountability. The study thus affirms that when organizations strategically design incentive and benefit packages tailored to the needs of their workforce, they are able to optimize human capital and improve operational efficiency. This finding aligns with the findings of Liu and Liu (2022).

The study found that performance appraisal have positive and significant effect on organizational performance in Dangote Cement Industry, Obajana, Kogi State. Performance appraisal is an essential component of human resource management and plays a vital role in driving organizational success. It is very imperative for firms to periodically evaluate the performance of their employees, as this process provides a structured approach to measuring individual contributions toward the achievement of organizational goals. Regular appraisal allows management to identify high-performing employees who deserve recognition and rewards, thereby motivating them to sustain and even surpass their current level of performance. At the same time, it helps to identify employees whose performance is lagging, providing an opportunity for corrective measures such as training, mentoring, or performance improvement plans. In a large-scale industrial setting such as Dangote Cement, where productivity, efficiency, and adherence to standards are critical, performance appraisal serves as a tool for aligning individual performance with organizational objectives. By rewarding hardworking employees, the firm not only motivates them but also creates a culture of excellence and competition that drives overall productivity. This finding is in line with the findings of Mbukwana and Ayandibu (2023).

The study found that recruitment and selection have positive and significant effect on organizational performance in Dangote Cement Industry, Obajana, Kogi State. Recruitment and selection are critical processes in human resource management that determine the quality of employees an organization attracts and retains. It is very important for firms to avoid favoritism and nepotism during recruitment and selection, as such practices undermine fairness, discourage competent applicants, and often result in the employment of individuals who may lack the required skills and qualifications. When recruitment and selection are carried out based on merit, competence, and organizational fit, firms are more likely to secure the best talents who can contribute meaningfully to their growth and performance. In a highly competitive and labor-intensive industry such as cement manufacturing, having the right personnel in the right positions is essential for efficiency, innovation, and productivity. This finding correspond with the findings of Sulaimon et al. (2021).

CONCLUSION AND RECOMMENDATIONS

The study concludes that human resource management practices are fundamental drivers of organizational performance in Dangote Cement Industry, Obajana, Kogi State. Specifically, incentive and benefit were found to significantly motivate employees, thereby enhancing their productivity and commitment to organizational goals. Performance appraisal was also shown to play a vital role in identifying hardworking employees for reward and addressing underperformance, which strengthens overall efficiency. In addition, recruitment and selection were found to have a strong positive effect on organizational performance by ensuring that only the most qualified and competent individuals are employed.

The study concluded that human resource management practices significantly impact organizational performance of Dangote Cement Industry, Obajana, Kogi State.

Based on the finding, the following recommendations were made:

- i. Management should adopt a comprehensive incentive and benefit policy that fairly rewards employees in line with their contributions.

- ii. Firm should institutionalize regular and transparent performance appraisal systems. Such systems should be objective, merit-based, and aligned with organizational goals to reward outstanding performers and identify areas where underperforming employees require training, mentorship, or support.
- iii. Recruitment should be based on competence, qualifications, and merit, supported by modern recruitment tools such as psychometric testing, competency-based interviews, and background checks to guarantee that only the most qualified candidates are employed to drive organizational growth.

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