

# Cross-National Analysis of Hrm Practices in India and Sierra Leone. A Bibleometric Study of Industries, Sectors and New Trends

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**Abstract**— This review paper employs bibliometric analysis from Scopus, Web of Science, and Google Scholar to examine HRM practices in India and Sierra Leone, focusing on recent trends across various industries, sectors and institutions. The search, limited to 2013-2022, yielded 200 papers (182 from India, 18 from Sierra Leone). After data cleaning, 138 papers were reviewed, analyzing sectors, industries, HR practices, and emerging trends. Findings revealed that In India, HRM practices have evolved notably in IT, manufacturing, education, and SMEs. Emerging trends encompass E-HRM, green HRM, high-performance work systems, sustainable HRM, and AI. Conversely, Sierra Leone's HRM practices are nascent, primarily relying on traditional Universalistic HRM practices in sectors like healthcare, private and public institutions, SMEs, and banking. A substantial knowledge gap exists, emphasizing the need for more research in Sierra Leone's key industries. While acknowledging India's progress, the paper underscores the necessity for additional empirical studies in certain industries. Ultimately, this review sheds light on HRM practices in both countries, emphasizing the call for cross-national and comparative analysis to advance the field.

**Index Terms**— Cross-national HRM, HRM Practices, Emerging Trends, Sierra Leone, India.

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## I. INTRODUCTION

Over the past two decades, mainstream Human Resource Management (HRM) has transitioned from a simple strategic alignment with corporate goals (Budhwar et al., 2010; Shuler & Jackson, 1995) to a more nuanced and cross-national examination (Brewster et al., 2019; Budhwar et al., 2001). Cross-national studies in HRM seek to explore the influence of national cultures, institutions, and mindsets on HRM practices, resulting in variations among different nations. The objective of these studies is not necessarily to draw direct comparisons between countries but rather to comprehend the contextual factors that shape HRM practices

The concept of Human Resource Management has undergone various stages of development and change in dimension, application, scope, and context since its introduction as a replacement for traditional personnel management in the late 1970s (Schuler & Jackson, 2005 cited in Paul N., Wolfgang, and Brewster, 2019). Scholars generally agree that these changes and developments have been progressive, demand-driven, and in response to globalization, economic liberalization, technological advancement, and competition (e.g., Budhwar et al. 2010, Brewster et al. 2019). Although some scholars attribute modern HRM to Japanese People Management Practices, the broader HRM literature acknowledges that the concept and nomenclature were first introduced in the US in the early 1970s (Schuler & Jackson 2005, Brewster et al. 2019).

The early development of mainstream HRM concepts and theories was primarily limited to Anglo-Saxon nations, was predominantly private-sector biased, and less focused on

context (Brewster et al. 2019, Budhwar & Kritica 2010). In response to globalization, technological advancement, and trade liberalization around the world, practitioners, researchers, and academics recognized the need for an international approach to managing people. This led to the emergence of International Human Resources Management in the 1980s.

A key discussion in international HRM was the adoption of the US-led Universalistic HRM model and Best HRM Practices proposed to manage the diverse workforce of multinational companies. However, this approach was heavily criticized for its insensitivity to context (Brewster and Hofstede 2019) and failure to recognize the unique cultural, perceptual, and traditional factors that influence HRM strategies and practices in various nations (Brewster and Hofstede 2016). It was acknowledged that society varies, and therefore, the reception and perception of HRM practices also vary by nation.

The growing complexity of globalization and technological advances, combined with the challenges faced by multinational enterprises (MNEs) using the Universalistic Best Practice HRM Model, have raised questions about the efficacy of the US-Centric model of universalistic HRM (Brewster & Hofstede, 2019). As a result, there is an emerging discourse on the need for contextual, cross-national, and comparative HRM that takes into account external, national, cultural, and institutional factors. The contextual application of HRM, such as the Best Fit Approach or Soft Variant HRM, derived from the Harvard Framework or School of Thought by Beer et al. (1984), recognizes the role of external factors and stakeholders in shaping business and HRM decisions. While the original concept identified

stakeholders like shareholders, management, groups, government, community, and unions (Budhwar, 2001; Beer et al., 1984), researchers have identified other institutional, national, and cultural factors that influence the application of HRM in different nations (Brewster & Researcher, 2019; Budhwar et al., 2010). Therefore, there is a need for more cross-national studies to understand the divergent nature of HRM practices across various nations (Akram & Sidani, 2016; Brewster & Hofstede, 2019; Budhwar & Debrah, 2001; Brewster, 2016).

This calls for more cross-national comparative HRM studies arises from the complexities of globalization and technological advancement, which have led to an increase in non-manufacturing and IT sectors, a call for robotics to replace humans in factories, and the adoption of business-like strategies in the public sector for high performance. These developments have triggered a rethinking and re-evaluation of HRM literature, emphasizing the need for a more contextual approach to human resource management across various nations. However, while we agree with the need for context in the HRM literature, we argue that decisions regarding standard HRM methods should be determined by outcomes. There cannot be a hard and fast rule, and flexibility is necessary depending on the HRM and organizational outcome.

Many scholars have acknowledged the need for more cross-national research to gain a deeper understanding of how HRM practices are developing across various countries and how national differences, cultural perceptions, and institutional factors impact HRM convergence or divergence (e.g., Budhwar & Debrah, Brewster, Akram et al.). However, while some scholars have responded to this need, most of the research has been focused on a single sector analysis (e.g., Budhwar & Debrah, 2010 - comparing senior managers in matched manufacturing industries in Britain and India) or specific countries (e.g., Rosma M, 2007 - comparing government organizations in England and Malaysia). According to De-Cieri et al. (2022), Africa and Asia have been largely overlooked in cross-national HRM research and should be a focus of future studies. Additionally, most of the existing literature has focused on multinational operations or the private sector, with less attention paid to the public sector

## **II. LITERATURE REVIEW**

### **A. Cross-national HRM Analysis – Justification, Need & the Argument**

Cross-national, cross-country, or comparative HRM study refers to the examination and analysis of HRM practices across different nations, considering the national, cultural, and institutional factors that influence HRM perception, adoption, and reception. This type of analysis has gained popularity in recent years among scholars of international human resource management literature (Budhwar et al., 2002). The need for context in international human resource management has been emphasized due to globalization, the

information age, technological advancements, and increasing multinational enterprises operating in various countries (Budhwar & Debrah, 2010; Cooke et al., 2017; Brewster et al., 2020). This is in contrast to the earlier western (US-led universalist) approach of convergence, which aimed for a one-size-fits-all approach (Uzzi, 1996; Drezner, 2001; Mayrhofer et al., 2011; Smith & Meiksins, 1995; Pudelko & Harzing, 2007 cited by Brewster et al., 2020). While context seems to have won the argument, some scholars still advise for convergence in certain areas of HRM practices (Mayrhofer et al., 2011 cited in Brewster et al., 2020).

We agree with the need for context in cross-national and comparative HRM studies, but we also believe that standards should be defined based on HRM and organizational outcomes, which should be aligned with the organization's strategic goals and objectives. The best HRM approach should be decided based on the pre-defined HRM outcomes. Organizations should have the flexibility to decide which HRM approach to take depending on the outcome received, as there is no hard and fast rule or merely methods. This further emphasizes the need for more cross-national analysis to understand and establish variations in HRM practices.

Furthermore, most of the literature available on cross-national and comparative HRM studies has focused primarily on multinational operations or the private sector. However, scholars have recognized the need for more studies that include Africa and Asia, as these regions are often underrepresented in research (De-Cieri et al., 2022). While some studies have focused on specific sectors or industries in a single country, more studies should be conducted that examine a wide range of countries and sectors.

### **B. Cross-national HRM studies in Sierra Leone and India - a literature survey**

Numerous scholars have recognized the need for cross-country HRM studies (Budhwar et al. 2010, Brewster et al. 2019, Cook et al. 2017). However, past attempts at cross-country comparative studies in various nations, including India and Sierra Leone, have been limited in methodology and scope, providing little insight into HRM. For example, Budhwar and Debrah's cross-national comparative studies conducted in 2001 were restricted to the manufacturing sector, and the two cross-national HRM analyses carried out in Sierra Leone only examined a limited number of HR practices in the healthcare sector. Moreover, De-ciera et al.'s 2021 review of cross-national and comparative HRM studies revealed that Africa and Asia have been under-researched, and most of the cross-national studies conducted have focused on developed countries.

In response to the growing emphasis and call for more cross-national studies to examine how HRM is conceptualized, adopted, and applied from a global perspective, the researchers were motivated by these gaps and selected Sierra Leone (representing a least developed country) and India (a rapidly growing developing country) as their focus.

In this review, we provide a summary of previous cross-national HRM studies conducted in India and Sierra

Leone. Table 1.1 below outlines the key authors, HRM practices, industries, and findings of these studies:

<i>Country and Year</i>	<i>Sectors / Industries</i>	<i>Authors</i>	<i>HRM Practices</i>	<i>Findings</i>
<i>India and Britain 2001</i>	Manufacturing Sector and Industries	Pawan S. Budhwar and Naresh Khatri	Recruitment, compensation, training and development and employee communication	The study found a significant difference in these HRM Practices between India and Britain traced to national, cultural and Institutional influence
<i>India and Thailand 2006</i>	Multinational Companies	John J. Lawlev, Havish C. Jain, C. S. Venkata Ratnam and Vinita Atmiyanandana	Staffing, training, compensation and evaluation	These two countries believe in the listed HRM Practices as a means of achieving organizational objectives. However, there are differences number in the methods of Staffing and Training between these countries based on the culture , economic situation etc.
<i>India and France 2012</i>	Multinational Enterprises (Manufacturing Sector)	Ashok Som	Innovative HR practices and policies such as recruitment, compensation, performance appraisal, retraining, redeployment, and rightsizing	Findings from this study revealed similarities on how Innovative HRM practices in emerging and liberalized economic infrastructure enhances organizational re-designating process. This study deepened the relevance of innovative HRM Practices in a cross-national platform and also calls for more cross-national studies
<i>India and China 2013</i>	Multi-Sector and Industries	Fang Lee Cooke Debi S. Saini , Jue Wangd	Talent Management	Approached to Talent management were found to vary with India leaning closely to the western approach than China. Cultural and Institutional factors were found influence the HRM Practice
<i>India and European 2014</i>	Multinational Enterprises	Emanuel Gomes, Sunil Sahadev, Alison J. Glaister & Mehmet Demirbag	Recruitment & Training	It was revealed National differences, values, practice a culture and perception influenced HRM Practices by both India and European MNEs. HRM Practices were closely influenced by Country-of-Origin effect
<i>Russia, India and China 2016</i>	IT Industry /Sector	Marina Latukha and Louisa Selivanovskikh	Talent Management	The also authors identified institutional and cultural factors influencing Talent Management across various these BRIC Countries whilst identifying with similarities and differences in Talent Management
<i>Brazil, Russia, India, China, and South Africa 2017</i>	Multinational Companies	Pawan Budhwara Rosalie L. Tungb Arup Varmac, Hoa Dod	HRM Practices: Talent Management, Organizational Learning, High Performance Work Practices	The study reviewed a total of 8 articles and papers on emerging HRM Practices ion MNC/E in BRIC countries. Talent Management and Cross National HRM Practices were found to be the emerging trend discovered in the studies amongst other findings

<i>Country and Year</i>	<i>Sectors / Industries</i>	<i>Authors</i>	<i>HRM Practices</i>	<i>Findings</i>
<i>Sierra Leone and Nepal 2020</i>	Health Sector	Joanna Raven, Sushil Baral, Haja Wurie, Sophie Witter, Mohamed Samai, Pravin Paudel, Hom Nath Subedi, Tim Martineau, Helen Elsey and Sally Theobald	Employee’s response and reaction and Coping mechanism and abilities in times of crisis was studied	It was revealed that crisis (Earthquake and Ebola Virus Outbreak) had negative effect on employee’s behavior, trust and performance in these tow countries; coping strategies and mechanism varied in each country and were influence by cultural, religious, personal factors.
<i>Sierra Leone, Liberia and Democratic Republic of Congo 2020</i>	Health Care Industry	Joanna Raven, Haja Wurie, Ayesha Idriss, Abdulai Jawo Bah, Amuda Baba, Gartee Nallo, Karsor K. Kollie, Laura Dean, Rosie Steege, Tim Martineau, and Sally Theobald	Recruitment and Selection, Training and Development, Reward (Renumeration and Reward), Performance Management (Supervision)	Similarities were found on the influence country state, Institutional factors and socio-economic factors had on these HRM Practices.
<i>India and USA 2017</i>	Rashmi Chordiya, Meghna Sabharwal and Doug Goodman	Public Sector Institutions	Organizational Commitment, Employee job Satisfaction	The result found a strong relationship between organizational commitment and HR Practices on employee job satisfaction in the Public Sector in India and Sierra Leone. Also a variation in Organizational commitment between US and INDIA was observed. It was revealed that public sector employees in the earlier were more satisfied than those in US. The study was however subjected to cultural and institutional influences.

The table suggests that there has been more cross-national HRM research conducted in India than in Sierra Leone. This could be due to India's rapid economic growth, which was influenced by the liberalization, globalization, and privatization of its economy, leading to advancements in human resource management practices. However, despite these efforts, many scholars argue that cross-national HRM studies remain insufficient. For instance, De-Cieri et al. (2021) identified Asia and Africa as regions that have been largely ignored in the literature on international and comparative HRM, based on a 60-year literature review. Furthermore, Budhwar and Brewster have called for more research on emerging economies and underdeveloped countries, as they have received less attention in the literature.

The purpose of this bibliometric study is to provide a comprehensive overview of the current state of HRM in India and Sierra Leone, focusing on sectors, institutions, HRM

practices, and recent trends. By analysing these factors, we can gain insight into the emerging themes, sectors, and developments in HRM practices in both countries. Additionally, a comparison of India and Sierra Leone's HRM practices against advanced global HRM trends will help to assess each country's progress and inform academics and stakeholders. Therefore, this review aims to achieve the following research objectives:

1. Track developments and progress in the knowledge and practice of HRM in India and Sierra Leone across different sectors and industries.
2. Identify emerging trends in HRM practices in India and Sierra Leone.
3. Compare HRM practices in India and Sierra Leone against advanced global HRM trends to determine their current position.
4. Provide insights into the implications of the study for academics and practitioners in the field of HRM.



**C. Convergence or Divergence - Debate , major Actors and new insights**

The ongoing discourse within the International Human Resource Management (IHRM) sub-stream centers on the effective management of a global workforce (Fenton-O’ Creevy & Gooderham, 2003). The central argument revolves around the dichotomy of standardizing Human Resource Management (HRM) practices, as advocated by proponents of convergence, versus tailoring practices to align with the distinct national, cultural, or institutional contexts of different countries, as argued by advocates of divergence (Schuler et al., 2003).

Scholars supporting convergence, including Schuler, Jackson, Morley, Brewster, Scullion, and Collings, contend that HRM practices should converge towards an efficient model, often citing the US model as a benchmark (Schuler & Jackson, 2007; Morley, 2006; Brewster et al., 2019). They posit that global market integration and a global workforce will drive this convergence, enhancing multinational corporations' competitiveness (Schuler & Jackson, 2007). Morley emphasizes the transfer of HRM practices across borders as a facilitator of convergence, with multinational enterprises standardizing practices across countries (Morley, 2006).

Conversely, divergence proponents like Budhwar, Brewster, and Hofstede argue that institutional and cultural disparities make HRM practices more likely to diverge (Budhwar et al., 2013). According to the divergence perspective, cultural and institutional differences remain significant, resulting in greater variation in HRM practices across countries (Brewster et al., 2019). They advocate for tailoring HRM practices to the unique contexts of the countries in which multinational corporations operate.

In contributing to this ongoing debate, this paper contends that decisions regarding standardized or tailored HRM practices should be based on organizational outcomes influenced by HRM outcomes aligned with the organization's strategic objectives (Fenton-O’ Creevy & Gooderham, 2003). The paper suggests a shift from debating convergence or divergence to focusing on flexibility, contingent upon the outcomes of the adopted approach. It proposes a comprehensive framework for cross-national HRM analysis, incorporating both HRM and organizational outcomes, thus filling a gap in the existing literature (Brewster et al., 2019). By reviewing International and Comparative HRM literature, the paper aims to provide fresh insights into the convergence-divergence debate and offer practical guidance for practitioners navigating this decision-making process.

**III. METHOD**

To achieve this objective, a bibliometric review was conducted as guided by Priyashantha, K. G. (2022), Priyashantha, K. G., Alwis, A. C. D., & Welmilla, I. (2022), and Priyashantha, K. G., Dahanayake, W. E., & Maduwanthi, M. N. (2022 using Scopus, Web of Science, and Scopus

databases with the keywords "HRM Practice" for "India" and "HRM Practice" for "Sierra Leone" as influenced by). A total of 66 articles were found on Scopus and 103 on Web of Science using the specified keywords and limited to articles published between 2013 and 2022. However, no articles were found for Sierra Leone in either database. The researcher then used Google Scholar and found a total of 18 articles, all of which were imported and collated into an Excel spreadsheet. Duplicates were removed along with all articles that were not related to HRM Practice in India or Sierra Leone. After a further examination of each topic, keywords, abstracts, and content in some instances, the researcher was left with 132 articles, including 122 articles from India and 16 from Sierra Leone. Eight of the total articles from India were review papers, while the rest were empirical studies on HRM Practices in India and Sierra Leone, . Each of these papers was carefully examined and analysed in line with the research question to identify key HRM practices according to sectors, industries, and trends.

**IV. FINDINGS**

The aim of this study is to answer the research objectives stated earlier, which involve investigating and analysing developments in HRM practices across various industries in India and Sierra Leone in a cross-national review. Data was collected from Web-of-Science, Scopus, and Google Scholar to determine academic contributions on the subject of HRM, existing HRM practices across various sectors and industries, and new HRM trends. A bibliometric analysis was conducted using Excel software, and the findings are presented in the tables below :

Table 1.1 Showing the number of Academic Contributions done on the subject in India and Sierra Leone respectively per year ranging from 2013-2022:

**HRM Practices Studied**

**Table 1.2.1** Indicates the HRM Practices studied per year showing trends in development and growth in HRM in India

YEAR	PAPERS IN INDIA	PAPERS SIERRA LEONE
2013	5	0
2014	3	0
2015	5	3
2016	9	1
2017	12	0
2018	8	2
2019	15	3
2020	14	1
2021	17	3
2022	34	2
<b>Total</b>	<b>122</b>	<b>15</b>

**Table 1.2.2** Indicates the HRM Practices studied per year showing trends in development and growth in HRM in Sierra Leone

<i>Year</i>	<i>Articles</i>	<i>HRM Practices</i>	<i>HRM Trend</i>
2015	4	Recruitment and Selection, Training and Development, Performance Appraisal & Compensation and Benefits, promotion, and Employee Welfare/Relations	Generic Best HRM Practices
2016	1	Performance Management	Generic HRM Practices
2017	1	Training, staffing /recruitment, pay or reward, Performance appraisal and work organization including work system, job design	Generic Best Practice
2018	2	Performance Management	Generic HRM Practice
2019	3	Working environment, pay, benefits, career promotion, job fit, clear goal expectation	Generic HRM Practices
2020	1	Selection, performance	Generic HRM Practices
2021	3	Human Resource Development, Regorious staffing, Extensive training, Job-Security , result-oriented appraisal , rewards, employee participation, empowerment	Generic HRM Practices and HPWS
2022	2	Learning and Development	

**HRM Practices Studied**

**Table 1.2.1** Indicates the HRM Practices studied per year showing trends in development and growth in HRM in India

<i>YEAR</i>	<i>PAPERS IN INDIA</i>	<i>Theme and HRM Practices</i>	<i>HRM Trends</i>
2013	5	Recruitment, Selection, Performance, Compensation & Employee Learning and Development, Employee relation, Motivation, Recognition and Service Culture	Generic HRM Practices
2014	3	Recruitment, Training, Development, Reward, Performance, Employee relation, Motivation etc HPWS, Leadership knowledge, Strategic HRM, Career growth, Competence development	From Generic HRM Practices to High Performance Work System, Strategic HRM and Cross-national HRM
2015	5	Recruitmen, & Training, Change management, work-design and organizational restructuring, Open Door Policy , Industrial relations ,	From Legalism to Strategic, Cross-national HRM, HRM in IT or Knowledge workers
2016	9	Strategi HRM, staffing, learning, work–life balance, egalitarian practices, developmental performance culture, generous benefits and engagement initiatives. Performance-based appraisal, self-managed teams, compensation. Extensive training, employee relations, flexible work arrangements, Empowerment. hiring, employee involvement, benefits and differentiated reward	Generic HRM Practices to Strategic HRM, High Performance Work Practices and High Involvement HRM Practices
2017	12	SHRM, employee involvement, benefits and differentiated reward, Recruitment and Selection, Training and Development, Performance Appraisal and Promotion, Employee relation, Self-managed and effective teams. Rigorous staffing, extensive training, job security, result-oriented appraisal , employee participation, empowerment	From Generic HRM, HPWS, Strategic HRM, High Involvement HRM to Diversity HRM
2018	8	Talent Management, Rigorous staffing, extensive training, job security, result-oriented appraisal, reward, employee participation, empowerment, empowerment, competence development practices, rewards and recognition and work engagement on employee performance	Talent Management, Best HRM Practice, HPWS and Knowledge Based HRM Practices

YEAR	PAPERS IN INDIA	Theme and HRM Practices	HRM Trends
2019	15	Knowledge-based recruitment and selection Knowledge-based training Knowledge-based performance assessment Knowledge-based compensation, self-managed teams, flexibility to work flexible hours, use of online mediums to invite applicants, selection of candidates using assessment centre and integrity test, performance-based incentives, flexible benefits, facility of e-learning and innovative management	Knowledge-based HRM Practices, HPWS, Comparative HRM and Sustainable Practices
2020	14	Green training, green performance evaluation, green employee discipline management and green employee relations, E-HRM; Rigorous staffing, Extensive training, Job-Security, result-oriented appraisal, rewards, employee participation, empowerment; Socially-responsible HRM:WLB, Employee relation , reward	From Best HRM Practices, Socially Responsible HRM Practices, Cross-national, HPWS, to E-HRM and Green HRM ,
2021	17	GREEN Recruitment and Selection , Green training , Green performance , green reward etc, tafting, training, participation, performance-based evaluation, and reward with innovative work behavior , HPWS	HPWS, Green HRM, Cross National HRM, Sustainable HRM, HR in IT and Software / Knowledge Workers
2022	34	Green HRM Practices, HPWP, Knowledge based HRM Practices , E-HRM	From Generic HRM Practices, SHRM, Talent Management, E-HRM , Sustainable HRM , Green HRM
Total			

**Table 1.2.2** Indicates the HRM Practices studied per year showing trends in development and growth in HRM in Sierra Leone

Year	Articles	HRM Practices	HRM Trend
2015	4	Recruitment and Selection, Training and Development, Performance Appraisal & Compensation and Benefits, promotion, and Employee Welfare/Relations	Generic Best HRM Practices
2016	1	Performance Management	Generic HRM Practices
2017	1	Training, staffing /recruitment, pay or reward, Performance appraisal and work organization including work system, job design	Generic Best Practice
2018	2	Performance Management	Generic HRM Practice
2019	3	Working environment, pay, benefits, career promotion, job fit, clear goal expectation	Generic HRM Practices
2020	1	Selection, performance	Generic HRM Practices
2021	3	Human Resource Development, Regorious staffing, Extensive training, Job-Security , result-oriented appraisal , rewards, employee participation, empowerment	Generic HRM Practices and HPWS
2022	2	Learning and Development	

**HRM Practices per Industry in India and Sierra Leone**

**Table 1.3** Indicates the Industries studied in both Sierra Leone and India

Industry	No of Papers for India	No of Papers for Sierra Leone
IT and Software Industry	25	0
Engineering Industry	1	0
Healthcare Industry	6	4
Education	10	2
Multi-Sector	8	0

Industry	No of Papers for India	No of Papers for Sierra Leone
Logistics Sector	1	0
Transport	3	0
SMEs	9	2
Hotel/Hospitality	8	1
Telecom	1	0
Public Sector	1	2
Automobile	1	0
Manufacturing	7	0
Steel	2	0
Food Processing	1	0
Service	2	1
Construction	1	0
MNEs	9	1
Banking Industry	2	3
Project Organizations	1	0
Minning	1	0
Total		

#### HRM Practices per Industry in India

Indicated in this table 1.4 below is analysis of the various HRM Practices and Trends according to sectors and Industries in both Sierra Leone and India.

Table 1.4.1 showing the HRM practices and trends per Industries in India

Industries	No of Papers	HRM Practices	HRM Approaches / Trends
<b>IT and Software Industry</b>	25	Recruitment and Selection, Training and Development, Performance, Teamwork, Compensation and Reward, Employee Retention, Career Development, Diversity, Training-oriented, Team-Oriented, Control-Oriented, Identity-Free Oriented, Fairness-Oriented, Fairness-Oriented Performance Evaluation	From Generic HRM practices, High HWPS, Green HRM & Green IT, AI in HRM, Diversity HRM Practices & Cross-national Comparative
<b>Engineering Industry</b>	1	Recruitment, Selection, Training, Development, Performance and Promotion	Generic HRM Practices
<b>Healthcare Industry</b>	6	Careful selection, high-quality training, well-designed support systems, empowerment, teamwork, appropriate measurement, rewards and recognition, career management, and the development of a service culture, hiring, employee involvement, benefits and differentiated reward	From Generic HRM, to Talent Management, High Involvement HR Practices to GHRM
<b>Education</b>	10	Recruitment and selection processes, training and development, Decent work engagement, programmes, performance management, career progression and talent retention and leadership	From Generic HRM Practices, Talent Management, Green HRM Practices and Cross-National Comparative
<b>Multi-Sector</b>	8	Staffing, investment in learning, work-life balance, Grievance handing, egalitarian practices, developmental performance culture, generous benefits and engagement initiatives and other HR Practices.	From Generic HRM Practices, SHRM, HPWS, High-Involvement HR Practices, Talent Management, Green HRM and Cross-national HRM



<i>Industries</i>	<i>No of Papers</i>	<i>HRM Practices</i>	<i>HRM Approaches / Trends</i>
<i>Logistics Sector</i>	1	Open-door policy	High Involvement HRM Practice
<i>Transport</i>	3	Recruitment, selection, training, opportunities for promotion etc	From Generic HRM, SHRM, Green HRM
<i>SMEs</i>	9	Recruitment, Selection, Training, reward, performance, career etc	From Generic HRM Practices to Change Management, GHRM,
<i>Hotel/ Hospitality</i>	8	Recruitment, Selection, Training, Performance, Reward, Promotion etc	From Generic HRM, to Knowledge-based HRM Practices, E-HRM
<i>Telecom</i>	1	Rigorous staffing, Extensive training, Job-Security, result-oriented appraisal, rewards, employee participation, empowerment	HPWS
<i>Public Sector</i>	1	human resource planning, job design, training and development, reward system, employment security, career advancement opportunities, performance management, employee participation, monitoring and control, work-life balance	Generic HRM Practices, Work-life-balance
<i>Automobile</i>	1	Green Recruitment, Selection, Training, Performance, etc	Green HRM Practice
<i>Manufacturing</i>	7	Recruiting, orienting and training, benefits and reward and incentives, evaluating performance, resolving disputes, and employee communication	Generic HRM Practices, HPWS, Green HRM, Socially-responsible HRM Practices, E-HRM,
<i>Steel &amp; Textile</i>	2	Training and development, Staffing, Performance Feedback, Rewards System, Motivation, Welfare measures, Organizational Communication, Employees' Participation in Management	Generic HRM Practices
<i>Food Processing</i>	1	Recruitment and Selection, Training and Development, Performance etc	Generic HRM Practices
<i>Service</i>	2	Recruitment and Selection, Training and Development etc	Generic HRM, Green HRM Practices
<i>Construction</i>	1	Recruitment, Selection, Training etc	Sustainable HRM Practices
<i>MNEs</i>	9	Recruitment and Selection, Training and Development, Performance Appraisal and Promotion, Employee relation etc self-managed teams, flexibility to work flexible hours, use of online mediums to invite applicants, selection of candidates using assessment centre and integrity test, performance based incentives, flexible benefits, facility of e-learning and innovative management	From Generic HRM Practices, AI HRM, Comparative and Cross National HRM Practice
<i>Project Organizations</i>	1	Recruitment and Selection, Training and Development etc	Generic HRM Practices
<i>Mining</i>	1	Recruitment and Selection, Training and Development etc	Generic HRM Practices

**Table 1.4.2** Shows the various HRM Practices and trends studied in Sierra Leone according to Industries

<i>Industry /Sector</i>	<i>No of Articles</i>	<i>HRM Practices, activities or Function</i>	<i>Approach / Trend</i>
<i>Healthcare</i>	4	Recruitment & Selection, performance, supervision, motivation, work engagement, and job satisfaction over time.	<b>Generic HR Practices</b>
<i>Banking</i>	3	Learning and Development, Rigorous staffing, Extensive training, Job-Security, result-oriented appraisal, rewards, employee participation, empowerment	Generic HRM Practices and HPWS

<i>Industry /Sector</i>	<i>No of Articles</i>	<i>HRM Practices, activities or Function</i>	<i>Approach / Trend</i>
<i>Education</i>	2	Performance Appraisal	Traditional HR Practice
<i>Mining</i>	1	Employee Development	Generic HR Practice
<i>Public Sector Inst.</i>	2	Performance Management and Appraisal	Generic HRM Practice
<i>SMEs</i>	2	Recruitment, selection, training, op promotion etc	Generic HR Practices
<i>Hospitality</i>	1	Training, staffing /recruitment, pay or reward , Performance appraisal and work organization including work system , job design	Generic HR Practices

**New HRM Practices in India and key Industries**

In these tables, we present the New and emerging themes, topics and trends in HRM per various Industries in India and Sierra Leone accordingly:

**Table 1.5.1** Showing the New HRM trend per Industry in India

<i>SN</i>	<i>New HRM Trends</i>	<i>No. of Papers</i>	<i>Key Industries</i>
1	Green HRM Practices	16	Information Technology, Automobile, Railway, Education, SMEs, Steel & Iron manufacturing and certain service Industry
2	E-HRM & AI in HRM Practices	10	Information Technology, MNEs, Hospitality and Manufacturing Industries
3	Comparative and Cross-national HRM Studies	10	IT, multi-sector, Multi-national Corporation, Education
4	Diversity HRM Practices (DHRM)	3	IT industries
5	Sustainable HRM (S-HRM)	3	Construction, Education & Pharmaceutical Industries
6	Talent Management		Multi-sector
7	Socially-Responsible HR Practices (S-R Practices)	1	Manufacturing Industry
8	Work Life Balance	1	Hotel Industry
9	Knowledge-Based HRM Practices	2	Hospitality (Hotel) & Healthcare (Nursing)
10	High-Involvement HRM Practices	2	Logistics & Healthcare sector
11	High Performance Work Practices/HWPS	6	IT sector, Telecommunication Industry, multi-sectors including manufacturing Industries
12	Strategic HRM Practices	4	IT Industry, Airport, multi-sector Industries
13	Generic Best HRM Practices	34	IT , Healthcare, Hospitability , SMEs, MNEs, Education, Multi-sector.

**Table 1.5.2** Showing the new HRM trend across various sectors and Industries in Sierra Leone as per the article reviewed

<i>SN</i>	<i>New HRM Trend</i>	<i>No of articles</i>	<i>Key Industries / Sectors</i>
1	High Performance Work System	1	Banking Industry
2	E-HRM	1	Healthcare
3	Comparative & Cross-national HRM	2	Healthcare & Banking Industry
4	Generic Best HRM Practices	13	Banking, Healthcare, Hospitality, Education, MNEs, Manufacturing Industry
5	Personnel Management	1	Education

## V. DISCUSSION OF FINDING

Out of the 132 articles reviewed, 122 were from India and consisted of 8 review papers and 114 empirical studies. In contrast, all studies on Sierra Leone were empirical. In response to the research objectives, findings indicated a notable increase in HRM knowledge, literature, and practices in India, both in the private and public sectors, across various industries and sectors, as highlighted in Table 1.4. HRM knowledge and adoption in India have evolved significantly since earlier studies on Personnel Management and primitive best practices, such as those discussed by Budhwar and Khatri (2001). Table 1.4.1 demonstrates the rapid growth of HRM practices in various sectors in India, including IT, hospitality, banking, and others. Additionally, new trends have emerged in recent years, particularly in the service and IT sectors, as noted in Table 1.5.1. These new trends include Green HRM, E-HRM or AI in HRM, Diversity HRM, HPWS, Cross-national and Comparative HRM, and Talent Management, which have garnered significant attention from scholars. However, a few new trends, such as Sustainable HRM Practices, Socially-Oriented HRM Practices, High-Involvement HRM Practices, Knowledge-Based HR Practices, and Work-Life-Balance, have received less attention from researchers and are recommended for further research. Notably, the literature on Hybrid Model is absent from studies in India, despite its relevance in the current global climate of high uncertainty, flexibility, and technology.

On the contrary, the findings suggest that there is a knowledge gap in Human Resource Management. However, there is evidence to suggest that Sierra Leone is gradually moving away from traditional personnel management towards more strategic and performance-driven HRM practices, as shown in Table 1.5.2. The private sector in particular is experiencing a shift towards strategic HRM practices, though the limited sectors studied may limit the generalizability of these findings. Despite this, the six industries examined in Table 1.4.2 have expressed the importance of implementing best HRM practices to improve employee and corporate performance, indicating a growing interest in HRM in Sierra Leone.

However, the few studies analysed in Table 1.5.2 identified High Performance Work Systems, Cross-national HRM, and Best HRM Practices as new and emerging trends. This highlights the potential for HRM to improve employee outcomes and corporate performance in Sierra Leone, while also indicating a need for further research to fully understand the evolving HRM landscape in the country.

### Agenda for future Research

This study conducted a comprehensive review of articles on Web-of-Science, Scopus, and Google Scholar to explore the HRM knowledge base, practices, and new trends across various sectors and industries in Sierra Leone and India.

However, there are certain limitations to this research, which can be addressed in future studies:

The scope of this study was limited to only two non-western countries. Thus, future research should include more nations across different continents to capture global HRM trends and developments.

There is a need for more empirical studies on emerging HRM trends in both Sierra Leone and India, such as diversity HRM practices, sustainable-HRM, talent management, socially-responsible HRM practices, AI in HRM, and green HRM, especially in the manufacturing sector.

More studies should be conducted using Scopus-index databases on emerging HRM practices such as HPWS, green HRM practices, E-HRM, talent management, cross-national and comparative HRM, etc. in Sierra Leone, as the field is highly unresearched.

Despite the growing body of literature on HRM practices in India, there is still a lack of research examining HRM across all required sectors. There is a need for more empirical studies in sectors such as telecommunications, logistics, transportation, banking, retail, construction, manufacturing, and education industries.

More empirical studies are required to verify and evaluate the state of HRM knowledge, adoption, and application in Sierra Leone.

This study did not examine the influence of socio-economic, institutional, or cultural factors on HRM practices at this level. Therefore, future research should consider these factors in their analysis.

Lastly, future research should use sophisticated software such as Vos Viewer, Bibloshining, etc., to provide better visualization for studies of this nature.

## VI. CONCLUSION

This study conducted a cross-national and bibliometric analysis of 138 articles from Sierra Leone and India, using popular databases such as Web-of-Science, Scopus, and Google Scholar, to identify new HRM trends and practices and trace the state of affairs in human resource management. The analysis was carried out using Excel software to analyze key trends and practices according to sectors and industries over the last decade (2013-2022). The findings revealed that India has made significant progress in the knowledge, adoption, and practice of HRM in the last ten years, with the IT sector leading the way. However, there is still room for further development, growth, and expansion, which is recommended for further consideration.

On the other hand, Sierra Leone was found to be in the early stages of conceptualizing, adopting, and applying HRM practices across both the private and public sectors. However, this finding is subject to further empirical investigation and validation, as recommended above.

In conclusion, while the findings cannot be generalized to represent the universal state of HRM, it is evident that HRM is evolving rapidly in response to the changing needs of the

world.

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