

HRM Practices Across Different Cultures: an Evidence-Based Study in Germany and Ghana

Adinda Ayu Putri Sugiono^{1*}, Sherissa Callista Huanggino², Rina Alfiah Rahmah³, Ely Farhana Nadya Nadra⁴, Ainu Farhan Alhafi⁵, Syarif Hidayatullah⁶

¹ Digital Business Study Program, Surabaya State University, Surabaya, Indonesia, adinda.22107@mhs.unesa.ac.id

² Digital Business Study Program, Surabaya State University, Surabaya, Indonesia, sherissa.22116@mhs.unesa.ac.id

³ Digital Business Study Program, Surabaya State University, Surabaya, Indonesia, rina.22189@mhs.unesa.ac.id

⁴ Digital Business Study Program, Surabaya State University, Surabaya, Indonesia, elyfarhana.22032@mhs.unesa.ac.id

⁵ Digital Business Study Program, Surabaya State University, Surabaya, Indonesia, ainu.22166@mhs.unesa.ac.id

⁶ Digital Business Study Program, Surabaya State University, Surabaya, Indonesia, syarifhidayatullah.22045@mhs.unesa.ac.id

Corresponding Author Email: adinda.22107@mhs.unesa.ac.id

ABSTRACT

Received : 1 July 2024
Accepted : 31 August 2024
Published : 30 September 2024

Keywords:

HRM, OHS, Job Appraisal, Training, Compensation.

This research is a descriptive qualitative study that aims to describe cross-cultural human resource management (HRM) practices in Germany and Ghana. This research method uses literature studies from various sources such as journals and books related to cross-cultural HRM practices. The results of the discussion show that HRM practices in Germany involve the experience of transporting workers in a spatial labor context based on technological change, while in Ghana, the focus is on the consequences of permanent layoffs from the civil service. The implication of this research is the need for attention to the impact of poor work experience on one's employment, as well as the importance of re-employment programs for laid-off workers. In addition, the research also highlights the importance of a competency-based training discipline perspective in the acquisition of occupational skills, particularly in the field of OSH in Germany. These implications emphasize the need for cross-sectoral cooperation in addressing OHS challenges.

INTRODUCTION

Human Resource Management (HRM) is an interesting topic to study in the context of developing and developed countries such as Ghana and Germany. Significant differences in culture, work ethics and business practices between the two countries affect the application of HRM practices. In Ghana, this study is important because an inadequate information dissemination environment has hindered the implementation of government projects. In addition, the need for adequate policies and policy guidelines

for the implementation of strategic HRM practices, such as fair recruitment and staff training, is also a challenge in information dissemination in Ghana. On the other hand, in Germany, this research is relevant as it focuses on the relationship between organizational competitive advantage and performance. This is important because an organization's success in achieving optimal performance is highly dependent on effective HRM practices. In a global context, both countries face similar challenges and opportunities in human resource management, but with different consequences. External factors such as technological

developments and changes in the business environment also influence the implementation of human resource practices in both countries. Therefore, a thorough understanding of the differences, challenges, and opportunities in the context of these countries is essential for designing effective HRM programs. (S., Kuse, Wanyoike, R., 2022)

The results of the study are expected to make an important contribution to the development of human resource management in developing and developed countries, and help understand the differences and challenges in a global context. In addition, the results of this study can also serve as a reference for HRM researchers and practitioners in designing effective HRM programs in countries with different contexts.

LITERATURE REVIEW

Occupational safety and health (OSH)

Research conducted by Hauke, A., Flaspöler, E., Reinert D. (2020) discusses the identification of new trends and developments in occupational safety and health (OSH) and the need for sector-specific preventive measures in response to challenges and opportunities in the field of OSH in Germany. The results show that there are 20 important developments in OSH in 42 sectors that are interrelated and require a holistic preventive approach. It also highlighted the need for cooperation between different organizations and sectors to address OSH challenges in the country. Some of the OHS priorities identified include skilled labor shortage and autonomous vehicles. This study provides an overview of OHS priorities that need attention in the future, and emphasizes the need for cross-sector cooperation in addressing OHS challenges. Aram, S.A (2021) found significant disparities in Health, Safety and Environment (HSE) conditions between large-scale and small-scale gold mine workers in Ghana.

Performance Assessment

According to Cardy & Dobbins (1994) argue that performance appraisal is an evaluation process carried out on employees to measure their goal achievement, progress, and contribution to the organization. According to Kleiman & Durham (1981) the purpose of performance appraisal is to evaluate performance in employees and is used as a basis for decision making. Performance appraisals also serve as the basis for career and succession planning in an organization. Performance appraisal is a very important tool for aligning individual goals with organizational goals

and for improving overall performance and productivity.

Training

Heinz et al. (2001), provides an overview of the concept of self-socialization and how it relates to vocational training (VET) and career development. It also provides insights into the vocational education and training (VET) system in German-speaking countries, its role in guiding the occupational life paths of German young adults, and its impact on social inequality and gender differences.

Lukowski, F., Baum, M., & Mohr, S. (2020), Examines training provision by employers for employees with varying skill demands amid technological change. This study uses company data from the BIBB Establishment Panel on Training and Competence Development.

Boahin and Hofman (2013), This study highlights the importance of a competency-based training discipline perspective in the acquisition of job skills. It shows that on-the-job training plays an important role in the development of professional skills, particularly those related to teamwork, interpersonal relationships, communication, problem solving and adaptation to new operational patterns in the industry. Ayentimi, Burgess, and Brown (2018), revealed some of the major problems faced by the education and training system in Ghana. Underinvestment in vocational and technical education creates a negative impact on the quality of graduates entering the labor market. Issues such as the lack of formal training programs, technical skills shortages, and the mismatch between training programs and industry needs are major obstacles.

Compensation

According to M. A. Campion, et al. (2013) compensation incentives are an important part of an employee's total compensation package, and can be an effective tool for motivating employees and improving performance. However, it is important to design effective compensation incentives, especially during difficult economic times. This article reviews research on compensation incentives for sales employees during tough economic times. This article shows that effective compensation incentives can be an important tool to motivate sales employees during difficult economic times. Effective compensation incentives must meet the following criteria, focus on short-term performance, be fair and transparent, have significant value.

V. Q. Trinha, & N. Seetaramb (2022) define top-management compensation as the total financial package that top executives receive, including base salary, bonuses, stock options, and other benefits. Top-management compensation is believed to influence firm performance, especially in dynamic and high-risk industries such as tourism and leisure. This article suggests that high top-management compensation can enhance the survival of tourism and leisure firms. High compensation can attract and retain competent and experienced executives, align the interests of top-management with shareholders, and enhance the reputation and attractiveness of the firm. In general, both articles show that effective compensation can provide benefits to the organization, both in the short and long term. Therefore, it is important for organizations to design and manage compensation carefully and responsibly. Organizations can improve employee performance and productivity, and increase the viability of the company.

Layoffs

Voßemer, J. (2019) discusses factors that influence the risk of poor work experience, such as demographics, education, employment history, job characteristics, job tenure, family structure, health, region, and regional job loss rate. The journal also discusses the research methods used to analyze the impact of poor work experience on one's employment. Tobin, T. J., & Gibbs, M. (2021) explores the experience of worker displacement in a spatial labor context based on technological change that replaces routine jobs with more routine jobs. The journal aims to examine how workers employed in high-routine-intensity occupations face difficulties in finding new jobs after mass layoffs, as well as how the transportation costs associated with technological change affect the transportation impacts of these workers. It also explores the role of technology in the transportation experience of routine workers.

Alderman, Canagarajah, and Younger (1993) discussed the consequences of permanent layoffs from the civil service in Ghana. They conducted a survey of laid-off workers in Ghana, with a particular focus on the socio-economic impact of redeployment programs. The survey covered various aspects such as socio-economic characteristics of laid-off workers, labor force participation, income, migration, and severance pay allocation.

Recruitment

Protech, P. (2021) examines recruitment based on a comprehensive literature review. It refers to the job-

competition model, which states that supply and demand conditions can affect youth employment opportunities in the labor market. In addition, it also refers to theories that explain recruiter preferences for applicant skills and the role of gender aspects in recruitment. Referring to previous research that shows that recruiter preferences may vary depending on regional and occupational supply and demand conditions, as well as the gender composition of the workplace.

Ansoglenang (2020), outlined several common recruitment sources used by companies in Ghana, such as newspaper advertisements, campus recruitment, employee referrals, direct applications, and unsolicited applications. Although traditional recruitment sources still dominate, online recruitment through social media platforms such as Twitter, LinkedIn, Facebook, and company websites is gaining popularity due to the advantages offered such as transparency, quick feedback, and cost-effectiveness.

Development

Smith, Leist, and Wehner (2023) conducted an analysis on HR development in Germany. They found that HR development in Germany has shown significant progress in recent years.

Aidoo (2023) analyzed the challenges and opportunities of HRD in Ghana. He found that HR development in Ghana has shown significant progress in recent years. This can be seen from the increasing education enrollment rate, decreasing unemployment rate, and increasing labor productivity.

Selection

Besch formulated his five principles in the context of variant selection in the history of German, and at least one of his principles, states that variants that appear in certain combinations of dialect areas have a higher chance of being used.

Ansoglenam, G. (2020) explains that selection is a process that aims to identify employees who best meet the requirements needed. Regarding the selection process in Ghana, the results show significant convergence in the use of the following sources of employee recruitment, e.g. newspaper advertisements, on-campus recruitment, employee referrals, direct applications, and unsolicited applications.

METHOD

This research is a descriptive qualitative research of literature review type that aims to describe cross-cultural human resource management (HRM) practices in Germany and Ghana in Europe and the

African continent. This literature review study uses various literature sources such as journals related to this research. Literature review is a method of data collection that does not directly target the research subject, but rather examines various types of literature that can be useful for analysis.

This study focuses on cross-cultural HRM practices, including selection, training, development, compensation, OHS, and performance appraisal. Data processing in this study was carried out by: (1) Select data or information from internet journal searches or literature studies regarding cross-cultural HRM practices as a whole. (2) Conduct a comparison and inference process based on the differences between two countries from two different continental regions..

RESULT AND DISCUSSION

HRM practices in Germany

Occupational safety and health (OSH)

(Hauke, A., 2020) identified new trends and developments affecting different sectors and the need for sector-specific preventive measures to address challenges and opportunities in occupational safety and health (OSH). Methods included an online survey and statistical analysis to gather input from prevention experts in different sectors. (Flaspöler, E., 2020) The study discusses trends and developments in occupational safety and health (OSH) in various sectors. The results showed that there are 20 important developments in OSH across 42 sectors that are interrelated and require a holistic prevention approach. (Reinert, D., 2020) highlighted the need for cooperation between different organizations and sectors to address OHS challenges. Some of the OHS priorities identified include skilled labor shortages and autonomous vehicles. It also discussed methodological shortcomings and suggested improvements for future research. In addition, the research also presents German sources on topics such as skilled labor shortage, cybercrime, violence against public service workers, working conditions in child care centers, prevention of violence against employees, sustainable mobility, driver shortage in the transport and logistics market, SMEs in Germany, health promotion and prevention, OSH, and electrical trade safety. The research also emphasizes the importance of identifying new trends and developments in OSH and the need for cooperation between sectors and organizations to address OSH

challenges. And it provides an overview of OHS priorities that need attention in the future, such as the skilled labor shortage and autonomous vehicles (Hauke, A., Flaspöler, E., Reinert, D. 2020).

Performance Assessment

According to Amrutha, V. N., & Geetha, S. N. (2020) performance appraisal in Germany has a significant impact on overall organizational performance. Sustainable human resource management practices, such as environmental awareness and proper training, have a positive contribution to organizational performance in Germany. In addition, corporate performance appraisal is based on profit indicators that have a high correlation with objective corporate performance. According to Neffe, C., Wilderom, C. P., & Lattuch, F. (2022) family-based CEO leadership, emotional intelligence, and transformational leadership style also have a positive impact on company performance in Germany.

According to Gasanzade, F., Pfeiffer, W. T., Witte, F., Tuschy, I., & Bauer, S. (2021) Germany also has great potential for subsurface energy storage, which could make a significant contribution to meeting the demand for energy storage needed to stabilize and secure energy supply from renewable sources. Thus, performance assessment in Germany covers a wide range of aspects, from sustainable human resource management practices to the use of innovative energy storage technologies being an important factor in improving the performance of companies in Germany.

Training

Heinz et al. (2001) revealed the impact of gender and social origin on access to training, showing specific career patterns depending on gender and type of employment. Grund & Martin's (2012) analysis of GSOEP data highlights factors such as age, gender, nationality, education, tenure, employment status and limited employment contracts that influence advanced training participation in Germany. The implications include a complex picture of the dynamics of training participation across different strata of German working society, providing an in-depth understanding of the factors that influence workers' decisions to undertake further training. (Heinza et al, 2001; Grund, C., & Martin, J. 2012).

Lukowski, Baum, & Mohr (2020) illustrate that employee training at the BIBB Establishment Panel on Training and Competence Development in Germany not only improves employee performance and careers, but is also effective in reducing skills gaps across different job levels. Which suggests that companies with more employees using digital technologies tend to provide more training. Although experienced employees may require less training after the initial stages, complex jobs continue to be a trigger for additional training. Overall, this training plays an important role in preparing employees for the challenges of technological change, creating an adaptive work environment, and supporting human resource development in the company. (Lukowski, Baum, & Mohr 2020)

Compensation

According to T. Zwick et al. (2022) in their research on the impact of removing the early retirement option for women in Germany on the duration of working in old age. The focus is on whether workers in heavy (high-demand) occupations prolong their working lives compared to workers in light occupations. The method used is a "quasi-natural experiment" as the pension reform enacted in 2012 increased the early retirement age for women from 60 to 63. The main motivation for introducing this program was "to honor the achievements of particularly hardworking individuals who have low incomes, are exhausted, and often in poor health" (T. Zwick et al. 2022). Large administrative data were analyzed using a discontinuity regression approach. The study found that an increase in the early retirement age did not encourage workers in heavy fields to extend their working lives more than workers in light fields. The researchers explain that this finding may be due to positive selection, i.e. only healthy workers take advantage of the early retirement option. Healthy workers are more likely to extend their tenure, even after the early retirement age is raised.

The results found that the pension reform had no significant impact on the early retirement rate of female employees working in demanding occupations. The early retirement rate for female employees in demanding jobs increased by 25% after the reform, similar to the early retirement rate for female employees in non-demanding jobs. The researcher proposes alternative policies that more effectively protect workers in demanding occupations from such

risks, such as policies that provide financial or non-financial support to help workers continue their work until normal retirement age. More effective alternative policies need to be considered to protect workers in strenuous fields from the risk of not reaching normal retirement age while working (T. Zwick et al. 2022).

Development

Based on the results of Smith, Leist, and Wehner's research, it can be concluded that human resource development in Germany has shown significant progress in recent years. This can be seen from the increasing literacy rate, education participation rate, and labor productivity. One of the factors contributing to the progress of human capital development in Germany is the large investment in education. Germany has a quality education system, which provides opportunities for everyone to develop their skills and competencies. In addition, Germany also has a vocational training system that is integrated with the education system. This vocational training system provides the skills needed by the world of work. Human capital development is an important pillar of the German economy. Human capital development has helped Germany to become a globally competitive country. The German government has made various efforts to develop human capital, including through large investments in education, the development of a vocational training system that is integrated with the education system, and cooperation between the government, private sector, and civil society. These efforts have yielded positive results as literacy rates, enrollment rates, and labor productivity have increased. However, there are still some challenges that need to be faced, such as increasing global competition and technological change. To overcome these challenges, the German government needs to continue to improve its human capital development efforts.

Here are some policy recommendations that the German government can make to improve human capital development Increase investment in education, especially for vocational education. Enhance cooperation between government, private sector and civil society in the development of vocational training Increase public awareness of the importance of human resource development. Develop policies that support the development of skills needed by the future workforce

Selection

Besch's selection formulates his five principles in the context of variant selection in historical German, and at least one of his principles, ("Landschaftskombinatorik"), which states that variants that arise in a combination of specific dialect regions have a higher chance of being selected, is limited to the German context because it depends on the specific region in its specific historical context. In contrast, its other principles ("Geltungsareal", "Geltungsgrad", "strukturelle Disponiertheit", and "Geltungshöhe") are at least in virtue of being universally applicable (Mattheier 1981:281). The distinction between universal factors that are relevant in every standardization process and historical factors that influence selection in the standardization of a particular language is crucial because it concerns the generalization of factors and can also relate to the linguistic form or distribution of the candidate in question. In the German selection process, register variation plays an important role in selection along with geographical and social variation, especially in the case of written and formal language.

Layoffs

Tobin, T. J., & Gibbs, M. (2021) analyzing layoffs in Germany found that workers engaged in jobs with higher levels of routine intensity faced significant impacts in the form of sustained income losses after being laid off. In addition, they also experience greater difficulty in finding a new job, while the additional transportation costs associated with the routine intensity of the job continue to increase over time. This finding is consistent with the hypothesis that technological progress continues to undermine the prospects of routine work. Workers who lose their jobs in mass layoffs, especially those from high-routine-intensity jobs, face a greater drop in income. In addition, the time required to find a new job also tends to increase with the routine intensity of the previous job. Voßemer, J. (2019) explains that in the first year, unemployed displaced people lose 1,053 euros in income, while those laid off lose 1,346 euros. After five years, income losses are reduced to 407 Euros and 514 Euros respectively. These results highlight the need for attention to the long-term consequences of layoffs and the need for strategies to help workers overcome financial challenges. The overall analysis highlights the economic impact as well as worker mobility difficulties associated with

layoffs, especially in the context of highly routine jobs. (Tobin, T. J., & Gibbs, M. 2021; Voßemer, J. 2019).

Recruitment

Protech, P. (2021) discusses how recruiters' preferences for the skills of male and female applicants vary depending on the regional and occupational recruitment context in the German youth labor market. Recruiters' preferences are influenced by supply and demand conditions, as well as the gender composition of the workplace. This research shows that recruiters adapt their hiring standards to regional and occupational supply and demand conditions. In addition, the study found that gender bias persists in both recruitment contexts. This suggests that social inequality in the youth labor market can have long-term consequences, especially in countries with strong education- employment linkages and high occupational gender segregation. (Protech, P. 2021).\

HRM Practices in Ghana

Occupational safety and health (OSH)

Aram, S.A (2021) research conducted in Ghana showed a significant disparity in health, safety and environment (HSE) conditions between large-scale and small-scale gold mine workers. The researchers found that small-scale miners tend to have less structured management systems and pay less attention to the HSE conditions of their workers. Small-scale miners were also less likely to have adequate personal protection and were more vulnerable to work-related health problems. Furthermore, there are significant differences in HSE conditions between large-scale and small-scale mine workers, largely due to discrimination in the sector. This suggests that unfair treatment of small-scale mine workers can negatively impact their health and safety conditions. However, there is a lack of HSE-specific regulations for the small-scale mining sector in Ghana. Existing regulations tend to be inadequate and do not provide detailed requirements for the small-scale mining subsector. This suggests the need to develop and enforce HSE regulations specific to the small-scale mining sector in Ghana to improve the health and safety conditions of mine workers. Thus, occupational health and safety conditions in the mining sector in Ghana, especially in small-scale mining, show disparities that need to be urgently addressed through

the development of specific regulations and increased awareness of the importance of HSE in the mining sector (Aram.S.A 2021).

Performance Assessment

According to Amilariba, (2021) performance appraisal in Ghana has a significant positive impact on employee performance. Performance appraisal methods used in the Ghana Education Service tend to rely on traditional methods, but also include the use of modern methods. In addition, according to Afram (2023), the banking sector in Ghana is experiencing significant growth, with consistent increases in total assets, deposits, loans, and profit after tax. Supplier evaluation is also a significant predictor of manufacturing firm performance in Ghana. However, there are challenges in conducting annual performance appraisals in Ghana that often prevent the achievement of desired performance targets. Employee perceptions of performance appraisals vary, both positively and negatively, making it important to understand employee perceptions and tailor appraisal methods to the challenges faced. According to Armoh, Agyei, Bossman, Gonu, and Asare-Larbi (2023), employee empowerment and other internal factors, such as supplier financial stability, also play an important role in improving organizational performance in Ghana. Therefore, performance appraisal in Ghana needs to pay attention to these factors to achieve optimal effectiveness.

Training

Boahin and Hofman (2013), this study highlights the importance of a competency-based training discipline perspective in the acquisition of occupational skills. The results suggest that on-the-job training plays an important role in the development of professional skills, particularly those related to teamwork, interpersonal relationships, communication, problem solving and adaptation to new operational patterns in the industry. These results support the findings that on-the-job training typically entails teamwork, interpersonal relationships, communication, problem-solving and adapting to new operating patterns in the industry, which then tend to promote skills development. In addition, this study showed a significant relationship between industrial training and the acquisition of professional skills. These findings reinforce the need for a stronger and more productive relationship between industry and

training institutions in CBT programs to provide students with opportunities to work with diverse tasks, tools, technologies, resources, behaviors and personnel (Boahin & Hofman, 2013).

Ansah and Kissi (2013) and Darvas and Palmer (2014) report that the traditional apprenticeship system in Ghana is hampered by many challenges, including the lack of clear standards and quality assurance leading to low quality training. This leads to a mismatch between TVET programs and industry skill needs, which generally leads to a shortage of skilled workers in Ghana. This has led to individual institutions offering and developing different courses and programs. The implications of this pattern of resource allocation in the education sector have contributed to the poor standards and performance of education in the three poorest regions in the north, due to the lack of power exercised by the ruling government in Ghana (Ansah & Kissi, 2013; Darvas & Palmer, 2014; Ayentimi, D. T., Burgess, J., & Brown, K. G. 2018).

Compensation

According to J. A. Forson, et al. (2021) examined the relationship between work motivation factors and the performance of primary school teachers in Ghana. The focus is on the role of intrinsic and extrinsic motivation factors in influencing performance. The researchers used a questionnaire distributed to primary school teachers in a city in Ghana. Statistical analysis showed that extrinsic motivational factors, such as compensation, work environment, and performance management system, have a significant influence on teacher performance. Intrinsic motivation factors, such as autonomy and professional development, also had a positive effect, although not as strong as extrinsic factors. Unsatisfactory salaries and poor working environments were found to be associated with low teacher motivation and performance. Teacher age was also identified as influencing both, with younger teachers tending to be more motivated and accomplished. We conclude that teacher performance is influenced by intrinsic and extrinsic motivational factors. The government and schools need to pay attention to both aspects to improve teacher motivation and performance. Efforts to improve salaries, work environment, performance management systems and professional development opportunities are important to improve the quality of education in Ghana.

In the article the researcher examined the relationship between the executive compensation system and banking performance in Ghana, particularly in light of the banking crisis that occurred in 2012-2018. The study found that executive compensation does not significantly affect the financial performance of banks. However, inappropriate executive compensation practices, such as large short-term profit-based bonuses and stock options without adequate vesting periods, may exacerbate weak governance issues. Weak bank governance, including non-transparent and risky compensation practices, was a major contributing factor to Ghana's banking crisis. Banking governance reforms, including stricter regulation of executive compensation, are needed to improve banking stability in Ghana (E. Anyigbah, et al. 2021).

From these two articles from Ghana, it can be concluded that employee compensation is an important factor that can affect performance. Adequate and fair compensation can increase employee motivation and encourage them to perform better. However, inappropriate compensation practices can have negative impacts, such as increasing the risk of excessive risk-taking and reducing public trust. Here are some recommendations to improve the effectiveness of employee compensation: compensation should be performance-based, should be fair, transparent, and balanced between extrinsic and intrinsic factors. These recommendations can be applied in various sectors, including education and banking. To improve the quality of education, the Ghanaian government needs to ensure that teachers receive adequate and fair compensation. To improve banking stability, the Ghanaian government needs to strengthen executive compensation regulations and encourage more responsible compensation practices.

Development

According to Aidoo's (2023) analysis of the challenges and opportunities of HRD in Ghana. He found that HR development in Ghana has shown significant progress in recent years. This can be seen from the increasing education enrollment rate, decreasing unemployment rate, and increasing labor productivity. Labor productivity in Ghana increased by 2.5% per year over the period 2012-2022. However, there are still some challenges that need to be addressed in human capital development in Ghana.

The quality of education in Ghana is still uneven between urban and rural areas. This is evident from the differences in literacy rates, enrollment rates and the quality of education infrastructure between the two regions. Literacy rates in urban areas are higher than in rural areas. The education enrollment rate in urban areas is also higher than in rural areas. In 2022, the education enrollment rate in urban areas reached 82.2%, while in rural areas it only reached 69.4%. The quality of education infrastructure in urban areas is also better than in rural areas. Schools in urban areas have more access to adequate educational facilities, such as libraries, laboratories and computers. The uneven quality of education between urban and rural areas can hinder economic development in rural areas. This is because people in rural areas will have less opportunity to get quality education. Limited budget for vocational training the government of Ghana has made efforts to develop vocational training. However, these efforts are still not optimal due to budget constraints. Vocational training is important to improve the skills and competencies of the workforce. This will help the workforce to get decent and high-income jobs. The limited budget for vocational training may hinder the Ghanaian government's efforts to improve the quality of the workforce. Lack of awareness of the importance of entrepreneurial skills development Lack of awareness of the importance of entrepreneurial skills development is also a challenge in HR development in Ghana. This can be seen from the low level of entrepreneurship in Ghana. This entrepreneurship rate in Ghana is much lower than the entrepreneurship rate in developed countries, Lack of awareness of the importance of entrepreneurial skills development can hinder Ghana's economic growth. This is because entrepreneurship is one of the important factors that can drive economic growth.

To address these challenges, Aidoo (2023) recommends the following measures: Increase equitable access to quality education across all regions of Ghana Increase cooperation between government, private sector, and civil society in the development of vocational training Increase awareness of the importance of entrepreneurial skills development through educational programs and public campaigns.

Selection

Recruitment and selection is a multi-step process that aims to select skilled and qualified candidates. Ansoglenang, G. (2020) describes that selection is a

process that aims to identify the most qualified employees needed. In the selection process in Ghana, the results show significant convergence in the utilization of the following sources of employee recruitment e.g. newspaper advertisements, campus recruitment, employee references, direct applications and unsolicited applications. Although the evidence generally indicated significant convergence in the utilization of recruitment and selection practices, there was some variation in the application of various recruitment and selection practices among the different categories of employees obtained from the various case study organizations. It is also worth noting that despite the significant growth of digitally-enabled recruitment platforms among organizations, there is limited evidence of increased visibility of digitally-enabled recruitment platforms among organizations in Ghana and hence relatively low uptake of digitally-enabled recruitment and selection platforms among small and medium-sized enterprises in Ghana which account for about 80 percent of employment. This is due to limited internet access, as companies tend to limit their access to potential talent (skilled labor).

Layoffs

Alderman, H., Canagarajah, S., & Younger, S. S. (1993) describe the consequences of permanent layoffs in Ghana's civil service, highlighting the effects of the government's displacement program to reduce headcount and increase income. A survey by the Cornell Food and Nutrition Policy Program found that displaced employees faced difficulties in finding new jobs, often receiving lower salaries in their new jobs. The severance pay received tends to be used for basic needs rather than investment. This emphasizes the need for policies that support employees in finding new jobs and improving the socioeconomic status of civilians in Ghana (Alderman, H., Canagarajah, S., & Younger, S. S. 1993).

Recruitment

Ansoglenang, J. (2020) explains that employee recruitment and selection practices in Ghana are converging in the use of traditional recruitment sources such as newspaper advertisements, campus recruitment, employee referrals, direct applications, and unsolicited applications. However, there is also a significant increase in the use of online recruitment through social media platforms and company

websites. The knowledge of companies in Ghana on the use of social media in employee recruitment and selection is limited. Therefore, further research on the use of online recruitment and its effectiveness on organizational outcomes as well as the relationship between internet recruitment sources and employee survival or turnover rates needs to be conducted. In addition, the differences and convergence in human resource management practices between multinational companies and domestic companies in Ghana is also a potential research focus. Further research also needs to consider the internal and external contexts of employee recruitment and selection decision-making in Ghana as well as differences in human resource management practices between multinationals and domestic firms in Ghana. Thus, further research in this area will make a valuable contribution to the understanding of human resource management practices in Ghana (Ansoglenang, J. 2020).

CONCLUSION

A comparative study of Human Resource Management (HRM) practices between Ghana and Germany highlights the complexities and significant differences in the two countries' approaches. In terms of recruitment and selection, Ghana tends to emphasize a more informal strategy, with an emphasis on social connections and intuitive judgments, while Germany favors aspects of technical skills and experience. This reflects the different cultures and norms in the employee selection process. On the training aspect, Ghana adopts a more flexible and informal approach in shaping technical and non-technical skills. Germany, on the other hand, emphasizes formal programs with a focus on developing technical and leadership skills. These differences demonstrate the adaptation required in designing training programs according to each country's cultural preferences and job demands.

In terms of employee development, Ghana implements more flexible programs and supports growth according to individual aspirations, reflecting the different values and career preferences between the two. In contrast, Germany tends to prioritize more structured development, placing an emphasis on professional and personal growth. This reflects the cultural dynamics that influence how these two countries view the value and reward of employees.

The differences in Occupational Safety and Health reflect the different regulations and implementation in Ghana and Germany. Ghana emphasizes prevention and an emphasis on health, while Germany may be more concerned with addressing and achieving safety. In industrial relations, Ghana leans more towards individual negotiations and relationships, while Germany has more active union participation with an emphasis on collective negotiations.

In conclusion, an in-depth understanding of these differences provides valuable insights for companies operating in these two countries. Designing effective HRM strategies requires awareness of local cultural dynamics and values, which play a key role in shaping HRD policies and practices. This opens up opportunities for customization and development of more effective strategies to support the growth and sustainability of human resources in an increasingly complex work environment.

Author contribution

Author 1: Conceptualisation, editing layouting, data collection, and writer.

Author 2: Research design, data collection, and writer.

Author 3: Methodology, data collection, and writer.

Author 4: Supervision, data collection, and writer.

Author 5: Data collection, and writer.

Author 6: Data collection, and writer.

Declaration of interest

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

Acknowledgements

The authors would like to express their sincere gratitude to Mr. Muhammad Fajar Wahyudi Rahman, S.E., M.M., for his invaluable insights and guidance throughout the Cross Cultural Management course. We also extend our appreciation to Mr. Hujjatullah Fazlurrahman, S.E., M.B.A., for his continuous support and coordination in the Digital Business program. Their contributions and encouragement greatly facilitated the development and completion of this research.

References

- Afram, J. (2023). Assessing the impact of employee empowerment on organisational performance in Ghana. Tesis Doctoral, Universitat Internacional de Catalunya.
- Aidoo, J. (2023). Human capital development in Ghana: Challenges and opportunities. *Journal of African Development*, 25(3), 259-276.
- Alderman, H., Canagarajah, S., & Younger, S. S. (1993). Consequences of Permanent Lay-off from Civil Service: Results from a Survey of Retrenched Workers in Ghana. *Cornell Food and Nutrition Policy Program Working Paper Series*, 1(35) 6-28.
- Amilariba, A. D. (2021). Performance Appraisal and Employee Performance in Ghana Education Service in Bolgatanga Municipality. Doctoral dissertation, University of Cape Coast.
- Amrutha, V. N., & Geetha, S. N. (2020). A systematic review on green human resource management: Implications for social sustainability. *Journal of Cleaner production*, 247(2), 1-10.
- Ansoglenang, J. (2020). Exploring Recruitment and Selection Practices of Ghanaian. *European Journal of Business and Management*, 12(12), 12-20.
- Anyigbah, E., Kong, Y., Ahoto, A. T., & Ahiaku, W. S. (2021). The Impact of Executive Compensation on Banking Performance: Evidence from the Ghanaian Banking Crises. *Open Access Library Journal*, 8(10), 1-13.
- Ansah, S.K. & Kissi, E. (2013). Technical and vocational education and training in Ghana: a tool for skill acquisition and industrial development. *Journal of Education and Practice*, 4(16), 172–18
- Aram, S. A., Lartey, P. O., Amoah, S. K., & Appiah, A. (2021). Examining subsector-based inequalities in health, safety and environmental conditions of gold miners in Ghana. *Safety Science*, 142, 1-10.
- Armoh, M. B., Agyei, P. M., Bossman, A., Gonu, E., & Asare-Larbi, M. (2023). Effect of supplier appraisal on firm performance in Ghana: views of employees of selected manufacturing firms. *Scientific African*, 21(9), 1-10.

- Armoh, M. B., Agyei, P. M., Bossman, A., Gonu, E., & Asare-Larbi, M. (2023). Effect of supplier appraisal on firm performance in Ghana: Views of employees of selected manufacturing firms. *Scientific African*, 21(9), 1-10.
- Ayentimi, D. T., Burgess, J., & Dayaram, K. (2018). Ayentimi, D. T., Burgess, J., & Dayaram, K. (2018). Skilled labour shortage: a qualitative study of Ghana's training and apprenticeship system. *Human Resource Development International*, 21(5), 427-444.
- Blien, U., Dauth, W., & Roth, D. H. (2021). Occupational routine intensity and the costs of job loss: evidence from mass layoffs. *Labour Economics*, 68(1), 1-10.
- Boahin, P., & Hofman, A. (2013). A disciplinary perspective of competency-based training on the acquisition of employability skills. *Journal of Vocational Education & Training*, 65(3), 385-401.
- Campion, M. A., Jimenez-Arevalo, F. R., & Posthuma, R. A. (2013). Effective incentive compensation for sales employees during tough economic times. *Journal of Business and Psychology*, 28(1), 11-26.
- Cardy, R & Dobbins, G. (1994). *Performance appraisal: Alternate perspectives*, South-Western Publishing company, Cincinnati.
- Darvas P, Palmer R (2014) *Demand and supply of skills in Ghana: how can training programs improve employment and productivity*. World Bank Publications.
- DeNisi, A. S., & Murphy, K. R. (2017). Performance appraisal and performance management: 100 years of progress?. *Journal of applied*
- Forson, J. A., Ofosu-Dwamena, E., Opoku, R. A., & Adjavon, S. E. (2021). Employee motivation and job performance: a study of basic school teachers in Ghana. *Future Business Journal*, 7(1), 30-40.
- Gasanzade, F., Pfeiffer, W. T., Witte, F., Tuschy, I., & Bauer, S. (2021). Subsurface renewable energy storage capacity for hydrogen, methane and compressed air—A performance assessment study from the North German Basin. *Renewable and Sustainable Energy Reviews*, 149, 11-10.
- Gasanzade, F., Pfeiffer, W. T., Witte, F., Tuschy, I., & Bauer, S. (2021). Subsurface renewable energy storage capacity for hydrogen, methane and compressed air—A performance assessment study from the North German Basin. *Renewable and Sustainable Energy Reviews*, 149, 111422.
- Grund, C., & Martin, J. (2012). Determinants of further training – evidence for Germany. *The International Journal of Human Resource Management*, 23(17), 3536-3558.
- Hauke, A., Flaspöler, E., & Reinert, D. (2020). Proactive prevention in occupational safety and health: how to identify tomorrow's prevention priorities and preventive measures. *International Journal of Occupational Safety and Ergonomics*, 26(1), 181-193.
- Hauke, A., Flaspöler, E., Kluser, R., Neitzner, I., & Reinert, D. (2022). Trend Analysis by Risk Observation: How the German Statutory Accident Insurance Prepares for the Future in Occupational Safety and Health. *Safety and Health at Work*, 13(4), 429-439.
- Heinz, W. R., Kelle, U., Witzel, A., & Zinn, J. (2001). Vocational Training and Career Development in Germany: Results from a Longitudinal Study. *Journal of Education and Work*, 14(1), 81-105.
- Kleiman, L. S., & Durham, R. L. (1981). Performance appraisal, promotion and the courts: A critical review. *Personnel Psychology*, 34(1), 103-121.
- Kuse, S., & Wanyoike, R. (2022). Strategic Human Resource Management Practices and Organizational Performance of Information Services Department in Ghana. *International Academic Journal of Human Resource and Business Administration*, 4, 274-296.
- Lukowski, F., Baum, M., & Mohr, S. (2021). Technology, tasks and training—evidence on the provision of employer-provided training in times of technological change in Germany. *Studies in Continuing Education*, 43(2), 174-195.
- Neffe, C., Wilderom, C. P., & Lattuch, F. (2022). Emotionally intelligent top management and high family firm performance: Evidence from Germany. *European management journal*,

40(3), 372-383.

Protech, P. (2021). Employers' recruitment contexts and hiring preferences in the German youth labor market. *Research in Social Stratification and Mobility*, 73(6), 1-41.

Smith, D. A., Leist, L., & Wehner, M. J. M. (2023). Human capital development in Germany: A review of the literature. *Human Resource Management Review*, 33(1), 100-116.

Trinha, V. Q., & Seetaramb, N. (2022). Top-management compensation and survival likelihood: the case of tourism and leisure firms in the US. *Annals of Tourism Research*,

92, 1-10.

Vobemer, J. (2019). Losing standard employment in Germany: the consequences of displacement and dismissal for workers' subsequent careers. *Research in Social Stratification and Mobility*, 63(10), 4-9.

Zwick, T., Bruns, M., Geyer, J., & Lorenz, S. (2022). Early retirement of employees in demanding jobs: Evidence from a German pension reform. *The Journal of the Economics of Ageing*, 22(6), 1-10.