



THE MATCHING MODEL OF HUMAN RESOURCE MANAGEMENT: A CONCEPTUAL REVIEW

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ABSTRACT

HRM models are mechanisms to investigate and understand the dynamics of HRM practices in cross- national contexts. Human resource is one of the most influential factors for any organisation to flourish and attain heights of development. Many researches have been conducted on human resource management (HRM) practices at different levels and it has been the field of interest for academics for several decades. Development and advancement of industries and innovative practices has empowered the organizations to retain and utilize the human resource successfully. HRM is generally defined as a concept that constitutes two primary approaches, the hard and soft approach. A hard HRM approach focuses on performance management and emphasizes an instrumental approach to managing employees. On the other hand, a soft approach to HRM focuses on trust, motivation, and empowerment involved in handling employees, considering individual contributors the most significant resource for an organization. The hard model of HRM was proposed by Fombrun, Tichy, and Devanna in Michigan University in 1984 which is also called the 'Michigan School Model'. The main intention of this paper focusses on the matching model of HRM which is inclined to the hard HRM.

Keywords: Human Resource Management, Appraisal, Selection, Development, Reward

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INTRODUCTION

HRM models are the human resource management features that provide a framework for the analysis of the management system. They make it easy to establish variables and relationships upon which the effectiveness and significance of key HR practices are based. There are several HRM models proposed by different scholars and experts to describe the HR management practice. One of the most popular is the Fombrun Model of HRM often used by organizations to manage their workforce efficiently to achieve established goals. With many organisations using Human Resource practices to manage the business effectively in which it may enhance a more capable workforce that can achieve the goals of the organisation. HR activities has led to the development and success that gives a company a significant effect. This led to the development of HRM models and the relationship with business processes, established by Legge (1995), Tyson (1995) and Storey (1994).

The primary focus of this HRM model is to treat employees as a way to reach organizational goals. This human resource management model stresses the strategic management pressure on HR teams. In this system, the harmony between organizational strategy and HR practices is of significance. It supports unifying the HR policies and practices with organizational strategies (Purcell, 1994). The four most common models are; The Fombrun Model, the Harvard Model, the Guest Model and the Warwick Model. All these models serve the following purposes; they provide an analytical framework for studying HRM for example, situational factors, stakeholders, strategic choice levels, competence etc., they validate certain HRM practices and provide distinctiveness to HRM practices, they provide a characterization of HRM that establishes variables and relationship to be researched, they help to discover and understand the world for explaining the nature and significance of key HR practices. But for the purpose of this paper, only the matching model is being discussed (The Fombrun Model).

Origin and Development of the Matching Model

The matching model of HRM, also known as the Michigan Model or the best-fit approach, originated in the 1980s. At the time, the dominant approach to HRM was the traditional or administrative model, which focused primarily on transactional and administrative tasks, viewing employees as a cost rather than a valuable resource. Since its development, the matching model has been widely adopted by organizations around the world. It has influenced the way HR is viewed and practiced, with a greater emphasis on strategic thinking and the alignment of HR practices with organizational goals. The model also prompted the development of various tools and frameworks, such as the HR scorecard, which help organizations measure and evaluate the impact of HR practices on performance.

This model was propounded by Fombrun, Tichy and Devanna in 1984 at the Michigan Business School and they named it the Matching Model of HRM. The model is commonly referred to as the Michigan School. They were of the opinion that the Human resource systems and the structure of the organization should be managed in a way that is corresponding with the strategy of the organization hence the name, matching model (Morris,2021). In emergence of this model, Alfred Chandler's structural equality strategy has been an inspiration. The main emphasis of the model, is to treat employees as means of reaching the organizational goals.

The hard model, which reflects the American tradition, stresses the intense strategic management pressure on human resource. The harmony between HRM implementations and organizational strategy, constitutes great importance. The employees are considered as sources and a part of competitive advantage (Fombrun, Tichy and Devanna, 1984; Brewster, 1995; Drucker, 1996; Claus, 2003; Fenton-O'Creevy, Gooderham and Nordhaug, 2005). The model which is also named as "Pragmatic Instrumentalism" (Legge, 1995), supports unifying the HRM policies and systems with organizational strategies (Gill, 1999).

The model aligns the HR system and organizational structure with the corporate strategy. The analytical management responsibility is to connect the structure and HR systems to support the company's strategic objectives' (ibid: 37). This contributes to organizational effectiveness and tries to manage human resource strategically. The original model (dating back to 1984) emphasizes the importance of four functions and their interdependence. Selection, assessment, growth, and incentives were stated to constitute the four functions. It is critical to note that the four aforementioned human resource management components impact organizational effectiveness significantly. However, many writers argued that the matching model is insufficient because it focuses exclusively on four human resource management functions and ignores the environment and other critical aspects that may or may not affect human resource functions. Beer et al. (1984) developed what is now referred to as the 'Harvard framework.'

The Harvard framework asserts supremacy or a better version over the Matching Model due to the inclusion of six essential human resource management criteria. It began with the concept that 'human resource management encompasses all managerial choices and activities that impact the character of the organization's interaction with its personnel.' The model includes the following components: interests, contextual circumstances, human resource management policy choices, human resource results, long-term implications, stakeholders, and a feedback loop. The results go straight to the organization and its stakeholders, while the corporation ignores or pays little attention to its employees. Beer et al. stated that: 'In today's corporate environment, several pressures necessitate a broader, more complete, and more strategic perspective on the company's human resource's (ibid: 4).

Additionally, it emphasizes the significance of taking a "longer-term view" while managing people and treating them as a potential asset rather than a

changeable expense as opposed to the matching model (Tyson,1995).

The HR Matching Model

The matching model of Human Resource Management (HRM) is a popular and widely used model that has been developed to help organizations align their HR policies and practices with their business strategy. This model was first introduced by Fombrun, Tichy, and Devanna in their book "Strategic Human Resource Management" in 1984. The matching model proposes that HRM should be based on the premise of matching HR policies and practices with the strategic goals and objectives of the organization. The matching model of HRM emphasizes the importance of aligning HR policies and practices with the strategic goals and objectives of an organization. This model suggests that an organization's HR policies and practices should be designed and implemented in a way that supports the organization's overall business strategy.

According to the matching model, HRM should be based on four key components: the business strategy, organizational culture, HRM strategy, and HRM policies and practices. The business strategy is the starting point of the model and provides the foundation for the other three components. The organizational culture is the shared values, beliefs, and attitudes that shape the behavior of the organization's members. The HRM strategy is the plan that outlines how the organization's HR policies and practices will support the business strategy. Finally, HRM policies and practices are the specific HR activities that are designed and implemented to support the business strategy.

The matching model proposes that the four components of HRM should be aligned with each other. This alignment ensures that HR policies and practices are consistent with the business strategy, organizational culture, and HRM strategy. The model also suggests that HR policies and practices should be continuously monitored and evaluated to ensure that they remain aligned with the business strategy and organizational culture. The matching model was

based on the assumption that organizations are unique and face distinct challenges and opportunities that require customized HR practices. It rejected a one-size-fits-all approach, instead advocating for fit between HR practices and the specific needs of the organization.

The impact of the matching model was significant, as it challenged the conventional view of HRM and helped change how HR was perceived within organizations. It introduced the idea that HR should be a strategic partner in organizations, engaged in enhancing organizational performance rather than merely executing administrative tasks. The model also emphasized the importance of measuring the effectiveness of HR practices and their impact on organizational outcomes, leading to the development of tools like the HR scorecard (Fombrun et al 1984).

When, Devanna, Fombrun & Tichy (1984) focused on hard HRM and established 'The Michigan model' it said that people should be managed like any other resources (Tiwari et al., 2012: 700). Devanna (1984) described that Michigan model focuses on 'Hard HRM' that emphasizes on organization benefits, because it underlined more on the close relationship between HR strategy and business strategy. it emphasises the necessity of 'tight fit' between HR strategy and business strategy. Hard HRM refers to the kind of human resources management where employees are merely tools for production and

nothing more than that. The Matching model is concerned with jobs being matched in the organization. Regarding the HR strategy suggested by Matching model, it should be highly calculative inline with the quantity of human resource required to achieve the business objectives. Business strategy takes the central stage in this model hence human resource are taken like any other resource which must be fully utilised together with the other resources to achieve organizational objectives (Bach, 2005). The model introduced the concept of strategic HRM linked to the formation and implementation of strategic corporate and business objectives (Devanna et al., 1984:34). The model is used to facilitate the achievement of the objectives of the organisation in terms of efficiency in productivity and profits. However, the model has less focus on the employees' welfare, training and development. Employees are perceived as a resource that enables the business to meet its commercial targets and business strategy.

Further developments of the matching model were made by Schuler's group where they concluded that the same HRM practices are used differently by organizations that differ in their organizational strategies. And also, organizations are likely to use different HRM practices for a particular level of employees. Also, as organizations change strategies they probably change HRM practices (Gill, 1999).



Figure 1. The Matching Model (Fombrun et al (1984))

The Fombrun matching model of HRM emphasizes the importance of aligning HR policies and practices with the strategic goals and objectives of an organization. In order to achieve this alignment, it is important to consider the political, economic, and cultural forces that may impact the development and implementation of HR policies and practices.

Political Forces: Political forces refer to the laws, regulations, and policies that are established by governments and other political entities. These forces can impact the development and implementation of HR policies and practices in several ways. For example, laws and regulations related to employment discrimination, labor relations, and workplace safety can impact the design and implementation of HR policies and practices. Political forces can also impact the organization's overall business strategy, which can in turn impact the development of HR policies and practices.

Economic Forces: Economic forces refer to the economic conditions and trends that impact the organization's business environment. These forces can impact the development and implementation of HR policies and practices in several ways. For example, economic conditions such as recession or high unemployment rates can impact the organization's ability to recruit and retain employees. Economic trends such as globalization and technological change can also impact the organization's overall business strategy, which can in turn impact the development of HR policies and practices.

Cultural Forces: Cultural forces refer to the shared values, beliefs, and attitudes that shape the behavior of an organization's members. These forces can impact the development and implementation of HR policies and practices in several ways. For example, cultural differences between different regions or countries can impact the design and implementation of HR policies and practices. Cultural forces can also impact the organization's overall business strategy, which can in turn impact the development of HR policies and practices.

In summary, the political, economic, and cultural forces are important considerations in the development and implementation of HR policies and practices. Organizations must be aware of these forces and how they may impact their overall business strategy and HRM strategy. By considering these forces, organizations can develop HR policies and practices that are aligned with their business strategy and that support their overall goals and objectives (Gill, 1999).

The first component of the Fombrun matching model of HRM was **Mission and strategy:** This element refers to the overall goals and objectives of the organization, as well as the strategies that are used to achieve them. The mission and strategy of the organization should be aligned with the goals and objectives of the HR department, and should be communicated clearly to all employees. The importance of aligning the mission and strategy of the organization with HRM practices cannot be overstated. When the HR department understands the goals and objectives of the organization, it can develop HRM practices that support those goals and objectives. For example, if the organization's strategy is to expand into new markets, the HR department may focus on recruiting and training employees with experience in those markets.

Organization Structure: This element refers to the way in which the organization is structured, including the roles and responsibilities of different departments and employees. The organization structure should be designed in a way that supports the mission and strategy of the organization, and should be flexible enough to adapt to changing circumstances. The organization structure is critical to the success of HRM practices, as it determines how HRM practices are implemented and how employees are managed. For example, if the organization is structured in a way that is hierarchical, with a clear chain of command, HRM practices may focus on performance management and career development. On the other hand, if the organization is structured in a way that is more decentralized, with more autonomy given to

individual employees, HRM practices may focus on training and development.

Human Resource Management: This element refers to the policies and practices that are used to manage the workforce, including recruitment, training, performance management, and compensation. The human resource management practices should be aligned with the mission and strategy of the organization, and should be designed to support the organization structure. Effective human resource management practices are critical to the success of any organization. When HRM practices are aligned with the mission and strategy of the organization,

they can help to ensure that the organization has the right people in the right roles to achieve its goals and objectives. For example, if the organization's strategy is to be a leader in innovation, HRM practices may focus on recruiting and training employees with experience in research and development (Evans and Lorange 1989).

Human Resource Cycle

The Michigan school explained that there is a human resource cycle as depicted in figure 2 below which consist of five generic processes or functions performed by Human resource management in all organizations

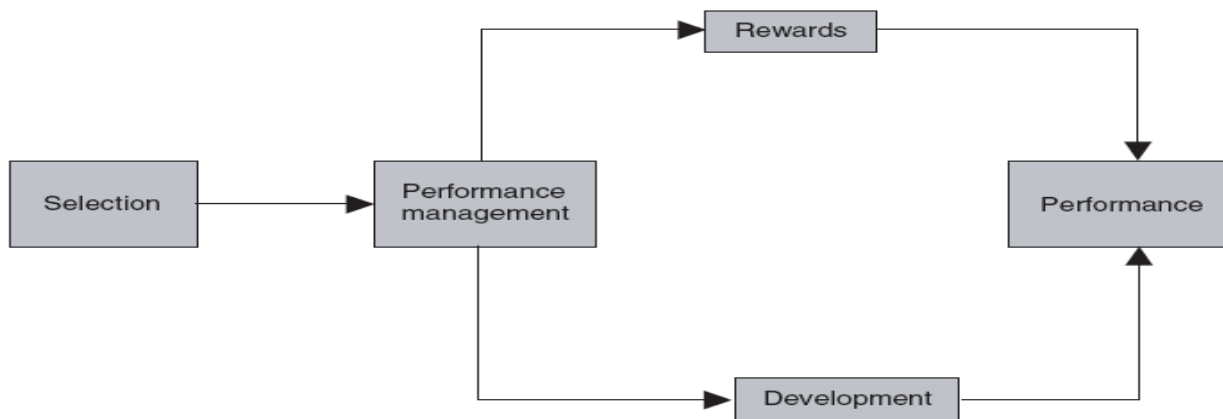


Figure 2. The Human Resource Cycle (Adapted from [Fombrun et al, 1984] (Michael, 2006, pp.4)

The human resource cycle diagram of the matching model of HRM highlights the importance of managing the workforce throughout the entire employee lifecycle, from recruitment to retirement. By focusing on each stage of the cycle, organizations can ensure that they have the right people in the right roles, with the skills and motivation needed to achieve the organization's goals and objectives. The 'HRM cycle' is a simple model that serves as a heuristic framework for explaining the nature and significance of key HR practices and the interactions between the factors making up the complex fields of HRM. The four human resource activities are joined together aiming to increase organizational performance. The strength of this model is, however, that it expresses the coherence of internal HR policies and the importance of 'matching' internal

HR policies and practices to the organization's external business strategy (John Bratton & Jeffrey Gold, 2008). Matching model ensures way to achieve the organizational objectives is the applying of above five major functions of HRM very effectively. According to matching model this process is totally dependent on the human resource development (HRD) procedures and programmes of the organization. It is believed that the whole of HRM is a cyclical process which every function is interdependent. In matching model, it tries to encapsulate all key functions of HRM and to utilize in a more comprehensive manner. Therefore, the underlined ideology of this model could be termed as *descriptive theory of HRM*.

Functions of the Matching Model

As mentioned earlier, this model consists of four

generic processes or functions that are common for all organizations: selection, appraisal, rewards and development.

Selection

The best influence in affecting effectiveness is the start of it all is selection in determining the hierarchy of the organisation. It is the process of finding a suitable individual who can complete the job required to be done effectively and provide the company with valuable contributions. The selection system relies on the job analysis of the potential employees to guarantee that requirements for the selection is related to the work given and can have substantial organizational value. Such selection requirements needed primarily looks at the KSAO which is knowledge, skills, abilities and other features including experiences.

Performance Management

This relates to the performance appraisal that is a comprehensive measurement of the employees' performance and an appreciation of the individual's potential in their personal growth in the company and development. This is done by maintaining records for the assessment of pay arrangements, salary structure, wage increases specifically the staff needs. Additionally, consider the strengths and weaknesses of workers to bring the best men into the right work. The reason is to sustain and evaluate the potential for later growth and growth that is already present in the individual. Providing workers with input about their performance and associated status. Lastly, it acts as a framework for manipulating the staff's working habits as well as to study and maintain the curriculum of promotional and other training involved.

Rewards

Employees are human beings and taken into consideration of the needs of an individual, rewards are used as for their accomplishments and benefits earned by the workers of the organisation for their job performance. Supporting the organization's objectives by aligning employee objectives with the same targets that they must complete. To ensure that the company is capable of hiring and retaining

sufficiently the number of workers with the necessary skills. The objective to sync managers and workers' risk expectations with those of the organisation. They are also used to inspire workers and to obey with statutory regulations. It signifies that rewarding is essentially just an ethical concept to compensate for employee's work.

Human Resource Development

Human resource development is the development of the employees, a concept used to develop the workers in the organisation through the progress of employee training and their personal career development that may affect the organisation's performance. It is important to improve workers by assisting in preparation, education, and growth to achieve successful performance. It focuses on the growth to provide and refine the skills that are related to the existing and potential employment of workers along with any upcoming organization's future activities or implementation. Human resource development seeks to improve talent growth and the willingness of an organisation to match staff with strategic preparation and job opportunities. These consist of training, career development and organisation efforts that are improved on to assist the workers to grow in learning new skills and change their way of performance level (Truss et al., 1997, 64-69).

Assumption of the Matching Model

- Managing people will vary from organization to organization and is dependent on organizational context
- Unitarism: The assumption that conflicts or differing views cannot exist in the workplace because everyone (managers and employees) are working to achieve the same goal
- The model formed the basis for 'best fit' school of Human Resource Management.

APPLICATIONS OF THE MODEL

The matching model of HRM can be applied in several ways;

Recruitment and Selection: The matching model can be used to ensure that the recruitment and selection

process is aligned with the organization's strategy and culture. This means that the organization should recruit and select individuals who have the necessary skills, experience, and personality traits to fit in with the organization's culture and contribute to its strategic goals.

Training and Development: The matching model can also be applied to training and development programs. The organization should provide training and development opportunities that are aligned with its strategic goals and the skills and knowledge that employees need to be successful in their roles.

Performance Management: The matching model can be used to develop performance management systems that are aligned with the organization's strategic goals and culture. This means that the performance management system should be designed to measure the performance of employees in ways that are relevant to the organization's strategy and culture.

Rewards and Recognition: The matching model can also be applied to rewards and recognition programs. The organization should provide rewards and recognition that are aligned with its strategic goals and culture. This means that the rewards and recognition programs should be designed to motivate employees to achieve the organization's strategic goals.

Overall, the matching model of HRM emphasizes the importance of strategic alignment between an organization's HR policies and practices and its overall business strategy. By using this approach, organizations can achieve better performance and competitive advantage.

Advantage of the Matching Model

- Market performance and organizational growth
- Cost minimization as a resource can be obtained cheaply
- Cost effective: No emphasis on employee development or training. Employee management and monitoring costs are minimal.

- **Faster Decision Making:** Includes one-way communication. Therefore, the decision-making takes place at the management level. Employees have no decision-making authority.

Disadvantage of the Matching Model

- A market failure due to ignorance of the environment
- The disintegration of group diversity and intra-group conflicts which will result in poor organizational performance.
- **Employee Demotivation:** Employees are undervalued, their skills, abilities and development are not considered.
- **High absenteeism and turnover:** Dissatisfaction among employees leads to high turnover.
- This model ignores stakeholder interests and situational factors.

The Key Performance Indicators (KPI'S)

The key performance indicators (KPIs) for the matching model of HRM include:

1. **Recruitment and Selection Efficiency:** This KPI measures the efficiency and effectiveness of the recruitment and selection process. It assesses metrics such as time-to-fill positions, cost-per-hire, quality of hires, and the ratio of job offers to accepted offers.
2. **Competency Fit:** This KPI evaluates the extent to which employees' competencies match the requirements of the job. It measures the alignment between the skills, knowledge, and abilities of employees and the job duties, responsibilities, and expectations.
3. **Employee Engagement:** This KPI measures the level of employee engagement and commitment to the organization. It assesses employee satisfaction, motivation, involvement, and loyalty, as well as their willingness to go above and beyond their job requirements.
4. **Performance Alignment:** This KPI evaluates the degree to which employees' performance

aligns with the organization's goals and objectives. It looks at metrics such as goal attainment, productivity, quality of work, customer satisfaction, and revenue generation.

5. **Retention Rate:** This KPI measures the organization's ability to retain high-performing employees. It assesses metrics like turnover rate, average tenure, and retention of high-potential employees, indicating the effectiveness of the matching model in attracting and retaining top talent.
6. **Employee Development:** This KPI evaluates the extent to which the organization provides opportunities for employee development and growth. It measures metrics such as training hours per employee, promotion rates, career progression, and employee satisfaction with developmental opportunities.
7. **Diversity and Inclusion:** This KPI assesses the organization's efforts in promoting diversity and inclusion in the workforce. It measures metrics like diversity hiring rate, representation of underrepresented groups, equal opportunities, and employee satisfaction with diversity initiatives.
8. **HR Cost Efficiency:** This KPI evaluates the cost-effectiveness and efficiency of HR functions in the matching model. It measures metrics such as HR-to-employee ratio, HR budget, HR administrative expenses, and cost savings achieved through effective HR practices.

By monitoring these key performance indicators, organizations can assess the effectiveness of their matching model of HRM and make necessary adjustments to improve organizational performance and alignment.

Criticisms of the Matching Model

The matching model of HRM has received criticisms from various scholars and practitioners. Some of the key criticisms are as follows:

Lack of Strategic Alignment: Critics argue that the matching model of HRM focuses more on aligning

individuals with specific job requirements rather than aligning HR practices and strategies with the overall organizational strategy. It overlooks the strategic aspect of HRM and fails to consider the broader organizational goals and objectives.

Over-emphasis on Job Fit: The matching model places significant emphasis on finding individuals whose skills and qualifications match the specific job requirements. However, it may neglect the importance of other factors such as cultural fit, values alignment, and potential for growth and development. This approach can lead to a narrow perspective on employee selection and overlook the potential of individuals who may not perfectly match the job description but possess valuable skills.

Lack of Flexibility: The model assumes a one-size-fits-all approach, assuming that each job has a fixed set of requirements and that employees can be matched precisely to these requirements. Critics argue that this approach may not accommodate the changing nature of jobs, evolving skill requirements, and the need for adaptability and flexibility in the workforce.

Inadequate Attention to Employee Motivation: The model places more emphasis on matching individuals with job roles rather than considering the motivational factors that contribute to employee engagement and satisfaction. It may neglect the importance of intrinsic motivation, job autonomy, and meaningful work, which are crucial for employee well-being and long-term productivity.

Ignoring Organizational Culture and Context: The matching model fails to consider the influence of organizational culture, values, and context on employee performance. Critics argue that overlooking the cultural fit between employees and the organization can lead to conflicts and hinder the overall effectiveness of HR practices.

Limited Consideration of Diversity and Inclusion: The model's focus on matching individuals to specific job requirements may neglect the importance of diversity and inclusion in the workforce. Critics argue that it may lead to biases in recruitment and

selection, resulting in a lack of diverse perspectives and talent within the organization.

Lack of Long-Term Perspective: The matching model primarily focuses on short-term outcomes such as immediate job fit and performance. Critics argue that it may undermine the organization's ability to develop and retain talent in the long run, as it may not address the potential for growth and development of employees beyond their initial job fit.

It is important to note that these criticisms do not invalidate the matching model of HRM entirely. However, they highlight the need for a more comprehensive approach that considers strategic alignment, employee motivation, cultural fit, diversity and inclusion, and long-term talent development. Organizations can benefit from integrating elements of the matching model while addressing these criticisms to create a more holistic and effective HRM approach.

(Mintzberg, 1978).

CONCLUSION

The Fombrun matching model of HRM is a framework that outlines the key components of effective HRM, including mission and strategy, organization structure, and human resource management practices. By aligning these components, organizations can create a cohesive and effective workforce that is able to achieve its goals and objectives. The importance of aligning HRM practices with the mission and strategy of the organization cannot be overstated, as it ensures that the organization has the right people in the right roles to achieve its goals and objectives. Overall, the Fombrun matching model of HRM is a valuable tool for organizations looking to improve their HRM practices and achieve organizational success.

RECOMMENDATIONS

To effectively apply the matching model of HRM and overcome its limitations, organizations can consider the following recommendations:

- **Strategic Alignment:** Ensure that HR practices and strategies are aligned with the overall organizational strategy. This involves understanding the organization's goals, objectives, and values and tailoring HR practices to support and enhance them. Consider the long-term strategic implications when matching individuals to job roles.
- **2.Contextual Consideration:** Take into account the broader organizational and environmental context when implementing HR practices. Understand the industry trends, external factors, and organizational culture that may influence job requirements and employee capabilities. Adapt HR practices accordingly to meet the specific needs and challenges present in the organization.
- **Individualization:** Recognize the unique strengths, preferences, and potentials of individuals when matching them to job roles. Avoid rigid categorizations and consider individual differences, such as interests, talents, and aspirations. Provide opportunities for employees to develop their skills and explore different roles within the organization.
- **Ongoing Employee Development:** Go beyond initial job fit and prioritize employee development and growth. Provide training, coaching, and mentoring opportunities to enhance employees' skills and competencies. Encourage continuous learning and support employees to acquire new capabilities that align with changing job requirements and organizational needs.
- **Employee Engagement and Motivation:** Alongside job fit, consider factors that contribute to employee engagement and motivation. Foster a positive work environment that promotes job satisfaction, autonomy, recognition, and collaboration. Regularly assess employee satisfaction and

address any concerns or issues that may impact engagement levels.

- **Diversity and Inclusion:** Incorporate diversity and inclusion considerations into the matching process. Ensure that recruitment and selection processes are inclusive and bias-free. Strive to create a diverse workforce that reflects the organization's customer base and fosters a culture of inclusion and belonging.
- **Team Dynamics:** Recognize the impact of individual characteristics on team dynamics and performance. Consider not only the individual's fit with the job but also their compatibility with the team and their ability to collaborate effectively. Encourage teamwork, communication, and collaboration to enhance overall team performance.

- **Regular Evaluation and Adjustment:** Continuously evaluate the effectiveness of the matching model in achieving organizational goals. Monitor key performance indicators and collect feedback from employees and managers to identify areas of improvement. Be willing to adjust HR practices and strategies based on the evolving needs of the organization and workforce.

By implementing these recommendations, organizations can optimize the application of the matching model of HRM. This will enhance job fit, employee engagement, and organizational performance while addressing the limitations associated with the model.

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