

## **Implementation of Human Resource Management to Improve the Performance of Youth Organizations in Port Moresby**

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Received: June 4, 2024

Revised: September 29, 2024

Accepted: October 18, 2024

### **Abstract**

This research work focuses on HRM practices in youth organizations in Port Moresby-Papua New Guinea and the resultant effect on organizational performance. Carrying out qualitative case study research with five youth organizations the study examines the recruitment; training; performance management and staff motivation strategies adopted by the youth organizations' human resource management systems. Qualitative data were obtained by conducting 20 interviews with key informants: organizational leadership, human resource management, and programmed staffs; consulting documents. The study outcomes show that despite the presence of the practices, HRM has issues of limited resources, adopted systems, and high turnover rates that affect the implementation of the strategies. The study further establishes that absence of formal HR systems, and difficulties in maintaining motivated workforce, affect the organizational performance. In relation to the HRM literature, these findings add to the limited research that has been done on practicing HRM in non-profit youth organizations with specific focus on the developing nations. Aid from the study is that HRM should be a context that requires the identification of suitable strategies that may offset the scarcity of resources and lead to enhanced organizational performance.

**Keywords:** Human Resource Management, Youth Organizations, Organizational Performance, Non-Profit Sector

### **Introduction**

HRM has an important responsibility for the development of strategies and management of human resources of all organizations regardless of the sphere, including non-profit and youth organizations. Among youth organizations, specifically those located in the development regions including Port Moresby, Papua New Guinea, successful HRM practices could contribute to the overall development of the organization, as well as youth workers. The component and sub activities like recruitment, training, and development, and performance management are most crucial in managing the organization's performance and ensuring the objectives and impact of these organizations are serving the community. However, while applying these practices, there is always a set of difficulties that are the result of the severity of the resources, cultural characteristics, and other organizational barriers peculiar to the youth sector that Saġabun et al. (2020).

Youth organizations play an important role in development of youths by presenting them opportunities to develop various talents, countering leadership skills and participating in creation of communities. The UN defines youth organization with the actions that involve enhancing young people's participation in decision-making processes as well as promoting youth citizenship. However, even these valuable youth organizations experience the problem of the inefficiency of internal processing, especially in the human resources sphere. These organizations are likely to have constrained budgets; few of them employ professional HR personnel; and face volunteerism management problems that affect their efficiency and

viability (Subramony et al., 2022). As youth organizations work towards the development of Port Moresby, it is essential to find out how HRM is done, and the effects on the performance of organizations involved.

Previous studies have shown that HRM practice can enhance organizational performance cutting across different industries. In the corporate organization sector, research has revealed that line of HRM management inclines the capabilities for HRM performance, satisfaction, and commitment in employees (Abualigah et al., 2023). By the same token, the same approaches apply in cases of youth organizations as well. Recruitment and selection, training and development and performance appraisal are necessary in making sure that the programmed that youth organizations are undertaking are in tandem with the capacity of these organizations and the needs of young people require to be met. However, literature addresses these practices as relevant in group work but research that chiefly examines efforts for integrating these practices in youth organization especially in the region of Pacific islands has not received much attention. This research gap necessitates a study that focuses on identifying how and in what ways the HRM strategies are implemented in youth organizations in Port Moresby and the impact of these practices on organizational results.

Youth organizations are actively involved in combating the crises of the youthful people of Port Moresby that include; unemployment, lack of education, and social vices among the youthful population of this town. The International Labour Organization in 2018 has shown that the problem of finding employment by young people is still acute in the Pacific, and youth organizations are frequently the initiators of creating solutions to this problem (Seck et al., 2021). Since the organizations' focus is on training, leadership and projects that empower youth, these organizations aid in the socio-economic development of the region. However, due to lack of proper people management strategies in the organization, which affects the strong recruitment, training and development and motivation of talented young people their ability to achieve this often is a major challenge.

Of all the issues affecting organization in Una-Vusi, Sophisticated youth organizations in Port Moresby are some of the most unpopular due to some weaknesses among them being; weak HRM systems. Many organizations enforce weak or no established HR practices whereby most vocations entail commercial, technical, and causal recruitments where no training and sporadic or random performance evaluations are conducted (Ren & Jackson, 2020). In some organizations, HR duties are distributed across employees who might not have professional degrees in HR hence organization operation becomes stagnant. This would mean most organizations will end up with high turnover rates, low morale, and little chance at development and growth (Rafferty & Griffin, 2006). Lack of strategic HRM especially in organization where volunteers are often used may also add to the problem of augmenting performance. As mentioned by Ávila & Amorim (2023), due to the fact that the operations of many of the non-profit and volunteer-based organizations is characterized by the HRM being somewhat central and loosely formalized and mostly reactive in nature, the effective leveraging of the human capital in such organizations may well be problematic.

Third, it is vital to consider the regional cultural drivers that are inherent in the Port Moresby environment or the broader Pacific region that may affect the perception and application of HRM practices. Most Pacific islands cultures are collectivist spend and focus on the community and the relationships between people which can be in contrast with individualistic aspects of most of the current advertised HRM models developed in the western world (Rumsey et al., 2022). In this regard, strategies of performance orientated HRM and reward system focusing on individual performance may not correspond to the objectives and cultural perceptions of the country. This cultural inappropriateness can result in the organization's

resistance to HRM practices particularly if they are unfamiliar with these practises (Hack et al., 2020).

The third issue which a youth organization is likely to face when implementing effective HRM is the issue of resource constraint particularly in relation to training. However, in many instances, the youth organizations based in Port Moresby do not have adequate funds with which to develop the HRM infrastructure (Spark, 2020). Especially when adequate funding sources are not available for developing the HR systems, the youth organizations will not be able to attract and retain more competent employees in the labour market which in turn makes the organizational success difficult because of the lack of effective HRM practices as argued by Piwovar-Sulej (2021). At times, organizations may have little option but to hire volunteer HR staff that cannot competently manage organizational human resources, thus adding to the difficulties of such organizations.

Nonetheless, there are mechanisms whereby the overall strategies and regulations present in the youth organizations might be transformed by HRM practices. When performed deliberately, HRM can support the goal of increasing employee commitment, improving programmed outcomes and strengthening organizational culture. For instance, employee motivation and reward system, training and leadership development are some of the HR outcome that enhances the performance of youth organizations at both the individual and group level. Working on non-profit organizations establish that better outcome in the service delivery of community impact is likely of organizations that invest in human resource management. Through enhancement of better and effective HRM practices, youth organizations in Port Moresby can address existing problems and make them capable to deliver services meeting the needs, problems and aspirations of the youths.

Therefore, this research seeks to address the gap in knowledge by exploring a highly understudied topic, via a methodological approach that has not been applied in similar research. By looking into the realities and perceptions of these organizations through interviews and surveys this research will identify major areas of difficulty and achievement in the implementation of HRM in these firms and offer suggestions on how to advance HR practices for the improvement of organizational effectiveness. Since youth organization plays a major role in the effective development of youths in Port Moresby, it is important to establish the impact of HRM on performance of youth organizations for sustainable development of community related projects.

## **Methods**

This research therefore applied a qualitative research paradigm, and within this paradigm, the case study research approach was used to assess the level and the effect that HRM practices in youth organizations in Port Moresby have on the organizations' performance. The case study approach was employed because it focused on the actual HRM practices in real organizations to reveal potential predicaments as well as to identify solutions and best practices. Data was collected from the multiple sources and multiple levels of analysis to gain important and comprehensive understanding of the HRM practices and their impact on the performance effectiveness of these organizations.

For this study, purposive sampling was employed in identifying five open youth organizations that are practicing community involvement, though different in size and structure. The key informants consisted of 20 purposively selected individuals, five of whom were executive leaders, five were human resource managers, and ten were program staff. Such sampling method guaranteed a wide range of investigation of HRM activities at various organizational strata, as the current study aimed at gaining an understanding of how HRM orchestrates

everyday processes in youth organizations. These participants were interviewed and asked about their impression and experience regarding the implementation of HRM and documents such as HR policies, job descriptions, and performance evaluations were used to supplement participant responses.

In this research, thematic analysis was adopted as a data analytical technique since it can help nature and describe patterns or themes within the data (Braun and Clarke, 2006). The process started with taking notes of interviews and,

then reflecting on documents. The researcher then progressed and developed initial codes which were then categorized in bigger themes focusing on HRM practices and organizational performance. Altogether, these themes were made further precise and reviewed to define the research outcomes. In order to minimize subjectivity and also achieve consistency in the flow of codes and data collected, data analysis was conducted using the aid of NVivo software. From this research study, useful recommendations were generated regarding the impact of HRM practices on the performance of youth organizations in Port Moresby.

## **Results and Discussion**

Such organizations are important to development since they foster education, skills and advocacy for the young people. Nevertheless, ample research shows that most youth organizations struggle with a number of difficulties when it comes to setting up and employing good and efficient HRM policies, practices and procedures, including the lack of resources, organizational informality, and high employee turnover. This paper seeks to assess the practices of these Human Resource Management practices; recruitment, training, and performance management and motivation in these organizations and their relationship to the performance of these organizations. Being a qualitative study, it offers an appreciation of the experiences of the stakeholders in the implementation of HRM in resource poor and non-profit contexts, the impact, the triumphs and the drawbacks recorded. It is hoped that the findings reported here will redress these gaps in the current literature and provide empirical evidence that may help to inform the future development of enhanced sets of recommendations for future HRM strategies of similar organization.

### **HRM Practices Implemented in Youth Organizations**

Several authors have established that the adoption of HRM practices in organizations is dependent on size, resource and structure of an organization and therefore this was the case in the youth organizations in Port Moresby. However, there were some specific HRM activities that were evident in all the organizations under study and these relate to recruitment, training, performance evaluation and motivation. These practices were therefore instrumental in determining the performance of the organizations with respect to improving on the performance and actualization of goals.

Recruitment and selection procedures were core to making sure that the stakeholders in youth organizations were getting the right staff with the right character of organization. All the organizations in the study used both formal and informal recruitment methods in their recruitment exercise. For instance, there were those that adopted the use of social media especially face book and other working organizations through referrals. As one HR manager noted,

*"We tend to rely on community referrals because our work is deeply rooted in the local community, and we need people who understand the dynamics here".*

Selection and hiring practices tended to be selective for those who showed passion for community and volunteer work and for those candidates that have interests on empowering the

youths. However, some organizations had performed more systematic recruitment, especially those organizations, which have more vital human resources departments. Among the larger youth organizations, there was a precise pattern of staff recruitment and selection process involving interview and skills test. One executive leader of this organization said: "We have standard procedures for the recruitment procedures and this involves evaluating technical know-how in addition to passion to the noble cause we champion" (Participant 1, Executive Leader).

Training and development were some of the basic strategic HRM practices that youth organizations used to guarantee that their employees possessed the right skills needed to execute their tasks. These organizations offered formal as well as informal training. Most employees trained themselves through informal on the job training where experienced workers trained the new employees to enable them adapt. However, there were also other organizations that have more established training programmed in place. program staff member remarked,

*"We regularly hold workshops to improve our staff's skills in youth leadership and project management. These workshops are essential for enhancing our program delivery".*

One key aspect of training that emerged from the study was the emphasis on developing leadership skills among young staff members. Many youth organizations viewed training as a means of empowering young people to take on leadership roles within the organization and the broader community. An executive leader explained,

*"We see training as a tool for empowering our staff, especially young leaders, to take ownership of their projects. This is part of our strategy to develop the next generation of leaders".*

Performance management practices in youth organizations varied, with some organizations adopting formal systems for appraising employee performance, while others relied on more informal methods. In organizations with formal performance management systems, staff members were assessed regularly through annual performance reviews that evaluated their achievements against set goals. One HR manager explained,

*"We use annual reviews to assess how well our staff have met their goals. This allows us to provide feedback and ensure that they are on track".*

In contrast, some smaller youth organizations used informal performance management methods, such as ongoing feedback and verbal recognition. A program staff member described,

*"We don't have formal reviews, but our supervisors are always giving us feedback during our weekly meetings, which helps me know where I stand".*

Despite these differences, the study found that performance management was viewed as an essential HRM practice to help staff members stay motivated and aligned with the organization's objectives. Employee motivation was another key HRM practice that influenced the performance of youth organizations. Motivational strategies ranged from providing opportunities for career development to recognizing and rewarding staff contributions. Many organizations emphasized the importance of creating a positive and supportive work environment. An HR manager mentioned,

*"We focus on building a culture where people feel valued and appreciated, which is key to maintaining staff motivation".*

Recognizing employees for their hard work was another common practice. While some organizations provided financial incentives, others used non-monetary forms of recognition, such as public acknowledgment or additional responsibilities. One participant shared,

*"While we don't have a large budget for financial rewards, we make it a point to recognize outstanding staff during our community events, which boosts morale".*

These motivational practices were seen as crucial for maintaining staff enthusiasm and commitment, particularly given the often challenging and resource-limited environment in which youth organizations operate. Despite the positive impact of these HRM practices, challenges were also reported in their implementation. A major challenge identified by participants was the lack of financial resources, which limited the ability to implement formal HRM practices such as comprehensive training programs or performance-based compensation. One HR manager explained,

*"Our budget is very tight, and we have to prioritize spending on program activities, which means HRM practices like training and performance reviews often take a backseat".*

Additionally, some organizations faced difficulties in retaining qualified staff due to the limited career development opportunities available in the non-profit sector. A program staff member remarked, "Many of our staff leave for better-paying jobs elsewhere because we don't have the resources to offer competitive salaries or career growth" (Participant 6, Program Staff). Despite these challenges, the study found that HRM practices, when effectively implemented, contributed significantly to the performance and sustainability of youth organizations in Port Moresby.

### **Impact of HRM on Organizational Performance**

The effects of Human Resource Management practices for youth organizations in Port Moresby were exemplary with regard to organizational performance. ERH practices were identified to have a positive impact on staff motivational, program performance and organizational impact. The following section analyses the efficiency of HRM practices in the context of organizations and the areas of opportunity and difficulty highlighted by the participants completing the study.

Another major finding made a relationship between HRM practices and organizational performance was that of increasing staff motivation and retention. Comparatively the motivational staff will provide proper involvement and hence increase the productivity which will have better program impact. The result further showed that in the Youth organization studied; the strategic HRM practices of recognition, development, organization work environment all enhanced staff motivation. An executive leader once said:

*"When staff feel recognized and valued, they work harder and stay longer with the organization. We have seen staff turnover decrease significantly because of our focus on motivation".*

In particular, the focus on leadership training and the empowerment of staff members led to stronger organizational commitment. Many participants emphasized the positive correlation between HRM practices aimed at developing leadership skills and the increased effectiveness of their programs. A program staff member shared,

*"The leadership training we received helped me take more initiative in our projects. This not only improved my performance but also increased the impact of our youth programs".*

By providing staff with the tools and opportunities to grow, youth organizations were able to retain their employees for longer periods, reducing turnover and its associated costs. Another notable impact of HRM practices was the improvement in program delivery. Effective HRM practices, particularly those focused on training and development, directly contributed to the success of various community-based initiatives run by the youth organizations. As one HR manager stated,

*"When our staff members are well-trained, they are able to execute youth programs more effectively. Our programs have seen greater success, and the feedback from the community has been positive".*

The emphasis on both formal and informal training allowed staff members to develop the skills necessary to manage projects, engage with community members, and address youth needs effectively. Moreover, HRM practices that facilitated team cohesion and communication were also critical in improving organizational performance. A program staff member noted,

*"Our team meetings, where we discuss ongoing projects and share feedback, have helped improve collaboration. This has made a noticeable difference in how our programs are executed".*

By fostering a collaborative and well-trained workforce, HRM practices supported the seamless execution of youth programs, ultimately improving the effectiveness of these initiatives in the community.

HRM practices also played a key role in shaping the organizational culture, aligning staff members with the mission and values of the organization. A strong organizational culture can foster a sense of belonging and purpose among employees, which is crucial in non-profit organizations, where staff motivation often goes beyond financial rewards. Several participants highlighted the importance of aligning HRM practices with organizational values to ensure that staff were committed to the organization's mission. One executive leader stated,

*"We work hard to ensure that our HR practices reflect the values of our organization. When staff members share the same vision and values, they are more motivated and perform better".*

The alignment between HRM practices and the organization's core mission was particularly evident in the recruitment and selection process. By prioritizing candidates who shared the organization's values and vision, youth organizations ensured that new hires were more likely to be committed to the cause. As one HR manager mentioned,

*"We look for people who are passionate about working with youth and who believe in the mission of the organization. This alignment helps us build a stronger, more cohesive team".*

This strategic alignment of HRM with organizational culture contributed to enhanced performance, as staff members were more dedicated to achieving the organization's goals. Despite the positive impacts of HRM practices, challenges remained in achieving optimal organizational performance. One of the primary barriers cited by participants was the lack of resources to fully implement comprehensive HRM practices. Many organizations struggled with limited funding, which constrained their ability to provide competitive salaries, offer extensive training, or develop formal performance management systems. As an HR manager explained,

*"While we try to implement performance management systems, our financial constraints make it difficult to reward staff adequately. This can sometimes affect motivation".*

Another challenge that hindered organizational performance was the difficulty in retaining highly skilled staff due to the non-profit sector's relatively low salaries. A program staff member noted,

*"Many of our most skilled staff leave for higher-paying jobs in the private sector. This turnover disrupts our programs and slows down our progress".*

While HRM practices were effective in retaining staff for a certain period, the lack of financial incentives and career advancement opportunities posed a challenge to long-term staff retention, ultimately affecting the sustainability of the organizations. HRM practices also had a significant impact on the organizations' engagement with the community and their reputation. Staff members who were well-trained and motivated were better equipped to build relationships with local stakeholders, including community leaders, youth participants, and donors. An executive leader emphasized the importance of HRM in fostering positive relationships within the community:

*"The way we manage our human resources has directly impacted how the community perceives us. When our staff are engaged and committed, it reflects positively on the organization".*

By improving community engagement and fostering a positive reputation, HRM practices indirectly enhanced the organizations' ability to attract new participants, donors, and volunteers, which contributed to their overall performance.

### **Challenges in Implementing HRM**

Implementing Human Resource Management (HRM) practices in youth organizations in Port Moresby presented a range of challenges, which impacted the effectiveness of these practices and hindered the achievement of desired organizational outcomes. While HRM played a critical role in enhancing organizational performance, the youth organizations faced several barriers in fully implementing HRM strategies. These challenges were primarily related to resource limitations, lack of formal HRM systems, high staff turnover, and the difficulty of aligning HRM practices with organizational needs and goals. This section discusses these challenges in greater detail, drawing from interview results to highlight the experiences of key stakeholders.

One of the most significant challenges reported by participants was the lack of resources to effectively implement HRM practices. Many youth organizations struggled with limited financial resources, which restricted their ability to provide competitive salaries, invest in professional development, or implement comprehensive HRM systems. As an HR manager mentioned,

*"Our biggest challenge is always the budget. We have limited funds to offer the kind of incentives and training that could really improve our HRM practices. This makes it difficult to retain staff".*

The limited budget meant that organizations had to prioritize spending on program delivery and other essential activities, often leaving HR-related initiatives underfunded. As a result, many youth organizations were unable to establish formal HR systems such as structured recruitment processes, training programs, or performance management frameworks. This lack of investment in HRM limited the organizations' ability to develop a highly skilled workforce and led to challenges in motivating and retaining employees. One program staff member expressed frustration over the lack of resources dedicated to HRM:

*"If we had more funding for HR programs, I believe our staff would be more motivated, and we'd have better outcomes for our youth programs".*

Another significant challenge in implementing HRM practices was the absence of formal HRM systems and processes. While some youth organizations had informal HRM practices in place, these practices lacked structure and consistency. As an executive leader explained,

*"We don't have a formal HR department or HR policies. Our HR practices are mostly ad hoc, which makes it difficult to measure success or ensure fairness across the organization".*

The lack of formal systems resulted in inconsistencies in how staff were recruited, trained, and evaluated, which in turn affected organizational performance. The absence of a structured approach to HRM made it difficult to manage talent effectively and create clear career paths for staff. Without formal recruitment processes, organizations struggled to attract skilled and qualified staff. Similarly, the lack of performance management systems meant that there was no systematic way to assess employee performance or provide feedback for improvement. As one HR manager mentioned,

*"Without a formal performance review system, it's challenging to know where our staff stand and how we can help them improve".*

This lack of formal HRM structures contributed to difficulties in managing human resources effectively, leading to suboptimal organizational performance. High staff turnover was another challenge that hindered the effective implementation of HRM practices in youth organizations. Many youth organizations in Port Moresby faced challenges in retaining skilled and experienced staff due to low salaries, limited career advancement opportunities, and the appeal of better-paying positions in the private sector. As one program staff member shared,

*"I've seen a lot of my colleagues leave for jobs that pay better. We do great work, but the salary isn't enough to keep people here long-term".*

High turnover created instability within the organizations and disrupted the continuity of youth programs. When experienced staff left, organizations had to invest additional time and resources into recruiting and training new employees. The constant cycle of hiring and training new staff affected the organizations' ability to maintain consistent service delivery and program quality. An executive leader reflected,

*"Every time a skilled staff member leaves, it sets us back. We have to train someone new, and it takes time before they are fully effective".*

The challenge of high turnover was compounded by the organizations' inability to offer competitive salaries and benefits, which limited their capacity to retain talent and create a stable workforce. A key challenge highlighted by participants was the difficulty in aligning HRM practices with the specific needs and goals of youth organizations. Given the dynamic and evolving nature of the youth development sector, it was often challenging for organizations to tailor their HRM practices to meet the unique needs of their programs and staff. As one HR manager noted,

*"Our HRM practices are not always aligned with the needs of our staff and programs. We try to implement HR practices that work, but sometimes they don't fit well with the reality on the ground.*

This misalignment between HRM practices and organizational needs often resulted in ineffective HR strategies that did not address the specific challenges faced by staff in their roles. For example, HRM practices focused on performance management may not have been applicable for youth workers whose tasks were more community-focused and less structured. Similarly, recruitment practices that worked for larger organizations may not have been suitable for smaller, volunteer-based groups. One program staff member stated,

*"The HR policies in place sometimes don't take into account the informal nature of our work. We work closely with the community, and our roles can't always be measured by traditional performance standards".*

The challenge of aligning HRM practices with organizational needs led to difficulties in implementing HR strategies that were both effective and relevant to the unique contexts of each organization. This misalignment hindered the overall impact of HRM on organizational performance and made it difficult for organizations to achieve their goals in a sustainable manner.

Finally, some participants noted that there was resistance to change within their organizations when it came to adopting new HRM practices. In some cases, staff were reluctant to embrace formal HR systems or changes in existing practices, particularly when these changes required additional effort or adjustment. As one executive leader explained,

*"There's always resistance when you try to introduce something new, especially when it involves changes in how people are managed. Staff are used to doing things a certain way, and it takes time for them to adjust".*

This resistance to change was particularly evident in organizations that had operated without formal HRM systems for an extended period, where staff members had become accustomed to informal and less structured management practices.

This paper explored the extent to which the HRM practices are adopted within youth organizations in Port Moresby and the effectiveness of these practices given the challenges experienced and their organizational consequences. In this light, the following implications can be derived from the study, thus enriching the body of knowledge in HRM by availing a theoretical model whose application is understandable in high-diamond youth human resource management contexts especially those in the context of Papua New Guinea. Thus, the accomplishments are opposite to the top managerial imaginations about the capabilities of the HRM as an influential drive for the organizational performance (Alvarez & Porac, 2020) The contradiction can be explained by the limitations of the resources and capitalized informal systems, as well as high turnover rates, which were initially defined as the challenges by the prior researches. These also give insights on the contingency perspective on HRM practice indicating that a business need proper HR practice that fits in youth organizations.

This research concluded that even as youth organizations situated in Port Moresby have adopted certain strategies in HRM such as recruitment, staff training, staff performance appraisal, they worked under obstructions of finitude and were sporadic in their application. Thus, studies on impact of HRM on enhancing the organizational performance were affected and this conclusion also coincides with Chowdhury et al. (2023) informing that the potential of HRM can only be unlocked if it integrates with the organizational environment or if it is in harmony with the available remedies. Similar to most youth organizations, the study revealed that the human resource departments in the sample were not well developed and did not have formal systems to support the staff; financial constraints limited their capacity to improve the efficiency of their staff's performance and thus improve the organizational benchmarks.

Other empirical examinations have noted that HRM's do enhance motivation, retention and levels of performance when properly and effectively applied (Tej et al., 2021). However, some of the challenges that exist in youth organizations in Port Moresby including high staff turnover and the general absence of a formulated HRM system for youth organizations, barely featured in the literature, especially on nonprofit organizations in the developing world. Although there is a vast literature emphasizing the role of HRM in the corporate world (Podgorodnichenko et al., 2020), there is scant literature based on such practices in non-profit or the youth sector in

low resourced settings. This study contributes by filling this gap, by demonstrating that in the context of LM organizations, HRM can also critically enhance performance, provided the appropriate and realistic strategy is implemented.

In sum, this study presents the following unique research contribution: analyzing the HRM practices in youth organizations and discovering what factors hamper the achievement of their goals. Consequently, the research work reveals that together with the already acknowledged resource constraints (Hartmann & Briskorn, 2022) high staff turnover, lack of fit between adopted HRM practices and the needs of youth organizations become challenging factors. These barriers are not always well explained in the more general scholarly literature on HRM, especially in relation to industries considered less endowed with resources. matters such as turnover that is usually high due to low salaries and lack of career opportunities in the youth sectors have not been researched frequently in relation to the practices of HRM in such types of organizations.

Past research has pointed out that turnover has a potential of having a detrimental impact on organizational performance, especially in non-profit organizations. However, the specific antecedent causes of turnover in youth organizations including costs of running the organizations and lack of permanent employment opportunities the youthful individuals join the organizations were not well elucidated. Since this aspect has not yet been fully examined, this study fills this vacuum by illustrating how turnover interferes with service provision and causes additional costs in the processes of recruitment and training. According to Choy & Kamoche (2021), high staff turnover challenges organizations in pulling and holding competent workers that enhance realization of organizational objectives in the long-run.

The last of the challenges found in this study, the absence of rigorous HRM systems, relates with the findings of Lee et al. (2021) on the downsides of informal HR practices that may include ineffectiveness of formal HR processes. Lack of structured human resource management policies and procedures, including selection procedures for intake and performance management systems worsens the plight of the youth organizations. This paper has filled this theoretical gap by identifying how informal structures produce inefficiencies and affect organizational effectiveness and employee motivation in YFNP organizations.

Therefore, the study's results stress the implications of the contingency approach on the subject of Youth Organizations' HRM practices. It has been recommended that despite the potential benefits that HMR practices listed above offer in enhancing organizational performance, organizations can only achieve them through the strength of the practices in relation to various impediments which include limited resources, high turnover rates, and absence of sound structures. This argument aligns with that of Gu et al. (2023) who posited that HRM practices have to be contingent in nature for them to prove most effective.

In addition, there is a lack of sufficient studies on the application of HRM in the non-profit and especially in the youth sector, particularly the developing countries. As the body of research on HRM has largely tended to involve private sector organizations or large non-profit organizations, and, given that many of the developing country organizations face challenges due to limited resources, there is need to pay more attention. Further research should examine the application of the HRM practices in these organizations on the basis of the size, resource endowment and the social cultural environment they operate in. Furthermore, the results imply that future research should focus on the area of informal HR practices in the small business and how to optimize it despite the lack of resources in the organization.

## **Conclusion**

From this study it has emerged that Human Resource Management (HRM) practices have an important influence on the performance of youth organizations in Port Moresby, yet, its implementation can be accompanied with problems like; inadequate resources, high turnover and the nonexistence of proper HR systems. They extend previous scholarly work on the HRM of youth organizations by identifying their strategic needs and contexts, which are helpful for enhancing the state of practice in similar environments. Through the identification of these gaps within the existing literature on HRM in non-profit sectors, especially within the developing countries, this study was able to amplify the need to address challenges facing youth focused organizations through the appropriate development of sustainable HRM strategies to support organizational operations and functionality.

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