

CURRICULUM VITAE

A. GENERAL INFORMATION

- | | |
|---|---|
| 1. Name: | OGINNI, Babalola Oluwayemi |
| 2. Date and Place of Birth: | 10 th of July, 1970 and Ibokun |
| 3. Gender: | Male |
| 4. Nationality: | Nigerian |
| 5. State of Origin: | Osun |
| 6. Local Government Area: | Obokun |
| 7. Marital Status: | Married |
| 8. Names and Age of Children: | Oginni Oluwayemi Babalola Junior (26),
Oginni Olabisi Ololade (24),
Oginni Abimbola Anjolaoluwa (15) |
| 9. Name and Relationship with Next
of Kin with Telephone number: | Folakemi Abosede Oginni and wife.
08023767319 and 08167535958 |
| 10. Permanent Contact Address: | F - 3, Odo - Agbala Street, Ibokun, Osun
State, Nigeria |
| 11. Email Address: | babalola.oginni@uniosun.edu.ng |
| 12. Registration with Research Gates: | Yes |
| 13. If Yes, Provide the Link: | www.researchgate.net/profile/Oginni-Babalola/research |
| 14. If No, Why: | N/A |
| 15. Registration with Google Scholar: | Yes |
| 16. If Yes, Provide the Link: | https://scholar.google.com/citations?user=cVXt9oMAAAAJ&hl=en |
| 17. If No, Why: | N/A |
| 18. Cell Phone Number: | 08028122512 and 08181509209 |
| 19. College/Faculty/Unit: | Management Sciences. |
| 20. Department: | Industrial Relations and Human Resource
Management |
| 21. Position on First Appointment
with the University: | Senior Lecturer (2018). |
| 22. Date of Present Position
(<u>Promotion</u> or Regrading): | 1 st October, 2025 |
| 23. Present Position and Salary Grade
(Grade level and Step): | Professor
(CONUASS 7 ³) |
| 24. Is Appointment Confirmed? | Yes |
| 25. If NO, WHY NOT? | N/A |
| 26. Date of Confirmation of Appointment: | 11 th of October, 2021 |

B. EDUCATIONAL BACKGROUND

1. Educational institutions attended with dates:

- | | |
|--|------|
| 1. Obafemi Awolowo University, Ile – Ife, Osun State | 2017 |
| 2. Obafemi Awolowo University, Ile – Ife, Osun State | 2012 |
| 3. University of Lagos, Akoka – Yaba, Lagos | 2003 |
| 4. University of Lagos, Akoka – Yaba, Lagos | 1995 |

2. Academic Qualifications with Dates/Issuing Authority:

Qualifications	Issuing Authority	Dates
Ph.D. Degree Business Administration	Obafemi Awolowo University, Ile – Ife, Osun State	2017
MPhil. Degree Business Administration	Obafemi Awolowo University, Ile – Ife, Osun State	2012
M.Sc. Degree in Industrial Relations and Personnel Management	University of Lagos, Akoka – Yaba, Lagos State	2003
B.Sc. Degree in Industrial Relations and Personnel Management	University of Lagos, Akoka – Yaba, Lagos State	1995

3. Other Relevant Qualifications

1. Graduate Member, Chartered Institute of Personnel Management of Nigeria (CIPM)
2. Graduate Member, Nigeria Institute of Management (NIM)
3. Member, Nigerian Industrial Relations Association (NIRA)

C. WORK EXPERIENCE OUTSIDE THE UNIVERSITY SYSTEM

Names of the Employer	Address of the Employer	Position	Dates
Lagos State Polytechnics,	Ikorodu, Lagos	Lecturer III	2003-2007
Opee Creations Ltd.	15, Anifowose Street, Ikeja, Lagos.	Admin/Personnel Manager	2001-2003
Micom Cables and Wires Ltd.	Ahmadiya Bus/stop, Ijaye - Ojokoro, Lagos.	Head, Admin/Human Resource	1999-2001
Dedora Farms Ltd.	Alagutan close via Go ye Church, Iyana - Ipaja, Lagos	Personnel Supervisor	1997-1999

D. WORK EXPERIENCE IN OTHER UNIVERSITIES

Names of the Employer	Address of the Employer	Position	Dates
1. DLI, University of Lagos	Akoka-Yaba, Lagos State	Adjunct Lecturer	2005 – 2018
2. Bowen University	Iwo, Osun State.	Assistant Lecturer	2007 – 2010
3. Adeleke University	Ede, Osun State	Adjunct Lecturer	2016 till date
4. Oduduwa University	Ipetu-Modu, Osun State	Adjunct Lecturer	2016 - 2018
		External Examiner	2019 – 2021
5. Lagos State University of Science and Technology	Ikorodu, Lagos State	External Examiner*	2022 -2023
6. Ladoke Akintola University of Science and Technology	Oyo State Government Ogbomoso, Oyo State	External Examiner (M.Sc & PhD Oral Exam)	2022 till date
7. National Open University Abuja, Nigeria	Federal Government of Nigeria	Examiner and Facilitator	2022 till date
8. Elizade University	Ilara-Mokin, Ondo State	Visiting Adjunct Lecturer	2024 till date

*External examiner is for Undergraduate Level.

9. Redeemer's University	Akoda, Ede, Osun State	Assistant Lecturer – Lecturer I Acting Director, (RUNCED) Curriculum Review Editor, RUNJOMASS M.Sc. Program Coordinator PGD Program Coordinator CMSS Research Grant Departmental Exam Officer College Business Committee University Exam Timetable Low Patronized courses	2010 - 2018 2017 2017 2017 2017 2017 2017 2014 - 2016 2011 2010 2010
--------------------------	------------------------	---	--

E. WORK EXPERIENCE IN OSUN STATE UNIVERSITY

- | | |
|--|------------------|
| 1. Vice Dean, Faculty of Management Sciences | 2025 – till date |
| 2. Chairman, Faculty Examination Committee | 2025 – till date |
| 3. Ag. Head of Department (IRPM) | 2020 – 2024 |
| 4. Teaching of Industrial Relations and Human Resources Management Courses | 2018 – till date |
| 5. Teaching of Management courses at Faculty level | 2018 – till date |
| 6. Member, Faculty Journal Verification Committee | 2022 – till date |
| 7. Member, Research Grant Committee | 2022 – till date |
| 8. Member, Curriculum Review and Development Committee | 2022 – till date |
| 9. Member, Postgraduate Seminar Monitoring Committee | 2024 – till date |
| 10. Coordinator for Teaching of Faculty courses | 2019-2022; 2025 |
| 11. Member, Faculty Examination Monitoring Committee | 2018/2019 |
| 12. Member, Faculty Examination Malpractices | 2018-2020 |
| 13. Managing editor, Faculty Journal. | 2020 |
| 14. Managing editor, Departmental Journals. | 2019-2022 |
| 15. Member, College Examination Monitoring Committee | 2019/2020 |
| 16. Member, Global Ethics Committee (University level) | 2020-2022 |
| 17. Member, Committee on Human Resources Disposition (University level) | 2021 |
| 18. Member, College Staff Disciplinary Committee | 2021-2022 |

F. CO - CURRICULAR PROFESSIONAL EXPERIENCE

- | | |
|---|------------------------|
| 1. Chartered Institute of Personnel Management of Nigeria (CIPM) | - Teaching and Marking |
| 2. Nigeria Institute of Management. (NIM) programmes | - Teaching and Marking |
| 3. Nigerian Industrial Relations Association (NIRA) | - Meetings |
| 4. Reviewer for Journal of Academic Staff Union of Polytechnic (Zone C), Nigeria. | |
| 5. Reviewer for Redeemer's University Journal of Management, Nigeria | |

G. MEMBERSHIP OF PROFESSIONAL BODIES

1. Graduate Member, Chartered Institute of Personnel Management of Nigeria (CIPM)
2. Graduate Member, Nigeria Institute of Management (NIM)
3. Member, Nigerian Industrial Relations Association (NIRA)

H. SERVICE:

a) University:

Acting Director, Redeemer's University Centre for Entrepreneurship, Member, College of Management and Social Sciences Research Grant, Member, College Business Committee, Member, Redeemer's University Journal of Management and Social Sciences, Member, Curriculum Review, Member, University timetable committee, Member, Low Patronised Courses Committee, Member, Entrepreneurship Development Committee.

- b) Community:**
 - a. External Examiner to Lagos State University of Science and Technology, Ikorodu, Lagos State
 - b. Chairman, Real Love Estate CDA
 - c. Electrification of Real Love Estate through the purchase of 300kva by 33kva transformer and other wire accessories under my chairmanship for CDA.
 - d. Campaign for blood donation, Lagos
- c) National:**
 - a. Youth service
 - b. Electoral INEC ad hoc staff
- d) International:**
 - a. Research Gate ID: <https://www.researchgate.net/profile/Oginni-Babalola/research>
 - b. Google Scholar ID: https://scholar.google.com/citations?view_op=list_works&hl=en&user=cVXt9oMAAAAJ
 - c. Academia.edu ID: <https://uniosun.academia.edu/OginniOluwayemi>
 - d. Sumerianz Journal of Business Management and Marketing, Punjab, Pakistan - Reviewer
 - e. Journal of Global Economics, Management and Business Research, Canada. – Reviewer
 - f. Editorial board member, Asian Journal of Social Sciences and Management Studies

I. COURSES TAUGHT IN THE LAST THREE ACADEMIC SESSIONS

a. At the Postgraduate level

HRM 807: Human Resource Planning
 HRM 812: Performance Management
 HRM 809: Compensation Management
 HRM 819: Pension and Retirement Administration
 HRM 811: Strategic Human Resource Policies and Practices
 HRM 901: Management Theory and Philosophy
 HRM 905: Seminar in Training and Development, Leadership and Productivity
 HRM 907: Public Policy and Industrial Relations
 HRM 929: Seminar in International Labour Organisation, Labour Market and Dynamics

b. At the Undergraduate level

FMS 105: Introduction to Human Resource Management
 BUS 101: Introduction to Business
 FMS 202: Business Communication
 FMS 301: Entrepreneurial Skills
 FMS 201: Introduction to Management
 FMS 401: Business Policy
 HRM 208: Business Ethics
 HRM 201: Recruitment, Selection and Placement
 HRM 207: Introduction to Industrial Relations
 HRM 212: Management Theory and Practices
 HRM 321: Compensation Management
 HRM 401: Theories of Industrial Relations and Human Resource Management
 HRM 302: Human Resource Planning
 HRM 316: Industrial Conflict Management
 HRM 318: Labour Law and Employment Relations
 HRM 402: Multinational Human Resource Management
 HRM 416: Collective Bargaining
 HRM 403: Strategic Human Resource Management
 HRM 421: Comparative Industrial Relations & Human Resource Management

J. GRADUATE STUDENTS' SUPERVISION (if any) indicate – 11 Students.

1. Ph. D. Degree Project Supervision (5) – to mention few

a. Name of Candidate: YAHAYA Jamiu Idowu

Project/Thesis Title: Evaluation of employee burnout on job performance and mediating role of technostress in the selected private universities, South-West, Nigeria

Completed/Ongoing: Completed

Year of completion: 2025

b. Name of Candidate: ABIOYE, Mishael Bukunmi

Project/Thesis Title: A study of work environment on employee's commitment to the core values of selected organizations in the manufacturing industries in Lagos State, Nigeria

Completed/Ongoing: Completed

Year of completion: 2025

c. Name of Candidate: ABUDULAZEEZ Olawale Abudulmaleek

Project/Thesis Title: Influence of flexible work arrangements on employee job performance in selected agricultural firms in South-West, Nigeria.

Completed/Ongoing: Completed

Year of completion: 2025

d. Name of Candidate: ADEFILA Benson Adeshina

Project/Thesis Title: Influence of human resource management practices on workplace spirituality in deposit money banks, South-West, Nigeria.

Completed/Ongoing: Completed

Year of completion: 2025

e. Name of Candidate: ENIAYEWU Abiola Jamiyu

Project/Thesis Title: Workplace spirituality and employee commitment: the mediating role of organizational culture in the selected private universities, South-West, Nigeria

Completed/Ongoing: Ongoing

Year of completion: Not yet (80%)

2. M.Sc. Degree Project Supervision (6)

a. Name of Candidate: AJILA Serah Ibukunoluwa

Project/Thesis Title: Human resource planning and organisational performance in bank of industry southwest Nigeria

Completed/Ongoing: Completed

Year of completion: 2025

b. Name of Candidate: SUNMOLA Emmanuel

Project/Thesis Title: Influence of workforce diversity on employee job performance in power transmission company in Osun State, Nigeria

Completed/Ongoing: Completed

Year of completion: 2024

c. Name of Candidate: ADEAGBO Oluwatosin

Project/Thesis Title: Influence of human resource management practices on employees' job performance in deposit money banks in Post-Covid Pandemic in Osun State, Nigeria

Completed/Ongoing: Completed

Year of completion: 2023

- d. Name of Candidate:** ADEBAYO Waseeu Gbolahan
Project/Thesis Title: Work ethics practices and employee retention towards economic in the Brewery industries in Lagos State, Nigeria.
Completed/Ongoing: Completed
Year of completion: 2023
- e. Name of Candidate:** ANIMASHAUN Odunola
Project/Thesis Title: Influence of recruitment and selection criteria on employee job performance of academic staff in Osun State University.
Completed/Ongoing: Completed
Year of completion: 2022
- f. Name of Candidate:** OSHO Ololade K
Project/Thesis Title: A Study of Leadership Styles on Employee's Behaviour to the Organisational Core Values of Private Universities in Osun State
Completed/Ongoing: Completed
Year of completion: 2018

K. PUBLICATIONS

a. Books Authored and Co-authored

1. **Oginni, B.O**, Ogunbanwo, A. O and Johnson, O. M (2004): *Entrepreneurship Development Programme with How to Prepare Feasibility Report*, Lagos, ICC/HERO Publisher, Ikeja – Lagos.
2. **Oginni, B.O**, Ajayi, N.O and Adebayo, I.O (2005): *Management: A practical approach*, Lagos, Kay Publishing Ltd.
3. **Oginni, B.O** (2005): *Industrial Relations: Questions and Answers*, Lagos, Colmar Concept Ltd.
4. **Oginni, B.O** and Faseyiku, I.O (2007): *Dynamics of Industrial Relations*, Lagos, Mankore Print Ltd.
5. **Oginni, B.O** and Faseyiku, I.O (2012): *Fundamentals of Human Capital Management: A Process Approach*, Lagos Mankore Print Ltd.
6. **Oginni, B.O** (2005): *Business Organic Management*, Lagos, Shescom concept Ltd.
7. **Oginni, B.O** (2016): *Fundamentals of Business Communications in Business Organisations*, Lagos, Artfield Ltd.

b. Chapters in Books (Book of Reading)

1. **Oginni, B. O.** (2024). *Job analysis and job design*, edited by Prof. A. O. Salami and Prof. D. I. Akintayo, Human Resource Management: An Introduction, Chapter 3, 37 – 62, published by the Department of Employment Relations and Human Resource Management, Osun State University, Osogbo, Osun State.
2. **Oginni, B. O.** (2024). *Multinational Human Resource Management*, edited by Prof. A. O. Salami and Prof. D. I. Akintayo, Human Resource Management: An Introduction, Chapter 17, 300 – 316, published by the Department of Employment Relations and Human Resource Management, Osun State University, Osogbo, Osun State.
3. **Oginni B. O. & Ajakaye, A. T** (2020). *Human Relations in Entrepreneurship: Issues and Challenges*, edited. by Prof. D. I. Akintayo, *Perspectives in Management Sciences*, chapter 8, 101-110 published by the Department of Business Administration, Osun State University, Osogbo, Osun State.
4. **Oginni, B. O.** (2017). *Entrepreneurship Development: "Identification and Evaluation of Opportunities"* edited. by Prof. Adepoju Adeleke, Chapter 4, 45 – 61, published by the Department of Business Administration, Redeemer's University, Ede, Osun State.
5. **Oginni, B. O** (2012). *Theories of Industrial Relations*, edited by Prof I. O. Ayeni, Readings in Industrial Relations, Chapter 3, page 23 – 38, published by the Distant Learning Institute (DLI), University of Lagos, Akoka –Yaba, Lagos.

c. Articles in Peer Reviewed Journals

Publications within Nigeria (onshore)

6. **Oginni, B. O.**, Lanre-Babalola, F. O, Olaniyan, T. S., & Kasumu, M. S (2026). The role of stakeholders in employee retention and resultant effects on employee behaviour: A Literature Review, *LASU Journal of Employment Relations and Human Resource Management*, 6(1), 34 – 52, published by the Department of Industrial Relations and Human Resource Management, Faculty of Management Sciences, Lagos State University.
7. Olaniyan, T. S. **Oginni, B. O.** & Oduguwa, A (2026). The role of algorithmic management in re-evaluating managerial practices and organisational environment, *Uniosun Journal of Employment Relations and Management*, 6(1), 197 – 210, published by Department of Employment relations & Human Resource Management, Osun State University, Okuku Campus, Osogbo.
8. Adesanya A. O, Lanre-Babalola, F. O., **Oginni, B. O.**, Iheanacho, V. F, & James, M. T. (2025). A study of leadership styles on employees' behaviour to the organizational core values of private universities in Osun State, *LASUST Journal of Management & Social Science*, 2(1), 1-13, published by College of Applied Social Sciences, Lagos State University of Science and Technology, Lagos State.
9. Ajibola, K. S., Hammed, T. A., **Oginni B. O** & Kasumu, M. (2025). Engagement of demand: The power of flexibility in Hospital sector as evidenced in selected hotels in Osogbo, Nigeria, *Nigerian Journal of Applied Psychology*, 26(1), 1-17, published by Department of Guidance and Counselling, University of Ibadan, Oyo State.
10. Dahunsi, F. O. & **Oginni, B. O.** (2025). Perceived organisational justice and employee job commitment in selected deposit money banks in Oyo State, Nigeria, *Uniosun Journal of Employment Relations and Management*, 5(2) 22 – 32, published by Department of Employment relations & Human Resource Management, Osun State University, Okuku Campus, Osogbo.
11. Ajibola, K. S., **Oginni B. O.**, Kasumu, M., & Iheanacho, V. F. (2025). Beyond salaries: how management incentives drive employee engagement in Microfinance Banks, In Osun State, *UNIBEN Journal of Human Resource Management*, 4(1), 84 – 102 published by Department of Human Resource Management, Faculty of Management Sciences, University of Benin, Edo State
12. Adefila, B. A., Abioye, M. B., **Oginni, B. O.** & Ajibola, K. S. (2025). Appraisal, Career Development and Workplace Spirituality: An Exploration in Nigerian Deposit Money Banks, *UNIBEN Journal of Human Resource Management*, 4(1), 103 – 124 published by: Department of Human Resource Management, Faculty of Management Sciences, University of Benin, Edo State.
13. **Oginni, B. O.** & Abdulazeez, A. O (2025). Flexible work arrangements and employee job performance in selected agricultural firms in south-west, Nigeria, *Ilorin Journal of industrial relations and personnel management* 9(1), 50 – 62, published by the Department of Industrial Relations and Personnel Management, University of Ilorin, Ilorin, Kwara State.
14. Shittu, L. O. & **Oginni, B. O.** (2025). Resenteeism and employee performance: Evidence of a performance paradox, in Nigeria's local government system, *Uniosun Journal of Employment Relations and Management*, 5(1) 85 - 102, published by Department of Employment relations & Human Resource Management, Osun State University, Okuku Campus, Osogbo.
15. Yahaya, I. J, **Oginni, B. O.**, Olaniyan, T. S (2025). Emotional Exhaustion as Determinant of Academic Staff Job Performance in the Selected University System, *Ilorin Journal of industrial relations and personnel management* 9(1), 97-109, published by the Department of Industrial Relations and Personnel Management, University of Ilorin, Ilorin, Kwara State
16. Abioye, M. B, **Oginni, B. O.** Olonade, Z. O & Kasumu, M. S (2024). Influence of practice of mindfulness on career development among employees of selected private universities in Southwest, Nigeria, *Africa Journal of Contemporary issues*, 23(1), 50 – 64 published by the Faculty of Arts and Social Sciences, Ladoke Akintola University of Technology, Ogbomoso, Oyo State, Nigeria.

17. Ajibola, K. S. **Oginni, B. O.**, Kasumu, M. S., Kayode, C. A & Adebayo, J (2024). Analysis of work-life balance and employee engagement in Nigerian Breweries Plc, *Ilorin Journal of Human Resources Management*, 8(2), 54-72, published by the Department of Industrial Relations and Personnel Management, University of Ilorin, Ilorin, Kwara State.
18. **Oginni, B. O.**, Ojo S., Balogun, A. R, Odebode, A. S. Lasisi, K. B & Ayantoye Y. R (2024). Influence of Human Capital Development on Employees' Performance among Staff of Ministry of Human Resource and Capacity Building, Abeere, Osun State, Nigeria, *Akungba Journal of Management* 6(1), 61-72, published by the Department of Business Administration, Adekunle Ajasin University, Akungba-Akoko, Ondo State, Nigeria
19. Ojo S., **Oginni, B. O.**, Olonade, Z. O., Odebode, A. S. Adegoke, O. C & Kayode, A. K (2024). Influence of Human Resource Management Practices on Employees' Job Performance in Deposit Money Banks in Post Covid-19 Pandemic in Osun State, Nigeria, *Akungba Journal of Management* 6(1), 141-155, published by the Department of Business Administration, Adekunle Ajasin University, Akungba-Akoko, Ondo State, Nigeria.
20. Ajibola, K. S, **Oginni, B. O.**, Yahaya, J. I, Tewogbade, S. O, Ilori, O. A, Kayode, C. A, & Adebayo, J (2023). Flexible Work Arrangements and Employee Retention: Evidence from Nigerian Breweries Plc Workforce, *Ilorin Journal of Administration and Development* 7(2), 65-87 published by the Department of Public Administration, University of Ilorin, Kwara State, Nigeria
21. Oloyede, D. B & **Oginni, B. O** (2023). Green Human Resource Practices and Work Engagement: A review of related literature, *International Journal of Management, Social Sciences, Peace, and Conflict Studies (IJMSSPCS)*, 6(2), 143-151, published by Enugu State University of Science and Technology, Enugu, Nigeria, domiciled in the General Studies Division of the University.
22. Idiake, C. O., Adewumi, D O., Adesanya, A. S & **Oginni, B. O.** (2023). Information Dissemination, Waste Management System, and Decent Society Towards Sustainable Development of Lagos State: Ikorodu Local Government Understudy. *Journal of Economic Growth and Environment Sustainability*, 2(1): 40-45, published by ZIBELINE International Publishing House.
23. Lanre-Babalola, F. O., **Oginni, B. O.**, Ajibola, K. S., Olowu, A. E., Balogun, R. A., Tewogbade, O. T., Ilori, O. O & Ajibola, S. G (2023). Human capital development and employee performance: Evidence from Osun State Ministry of human resource and capacity building, Nigeria, *Journal of Behavioural Studies*, 4(2), 1-18, published by Department of Behavioural Studies, Redeemer's University, Ede, Osun State.
24. **Oginni, B. O.**, Olaniyan, T. S., Ajibola, K. S., Abudulazeez, A. O. & Ajakaye, A. T. (2022). Industrial Relations: Evolution and Scope, *UNIBEN Journal of Human Resource Management*, 1(1), 140-155. Published by the Department of Industrial Relations & Human Resource Management, University of Benin, Edo State
25. Adesanya A. O, **Oginni, B. O** & Ajakaye, Abosede Theresa (2021). Influence of Small and Medium Enterprises (SMEs) on Sustainable Development: The Nigerian Experience, *Centre for Entrepreneurship Development General Studies (CEDGS)*, Mountain Top University, .3(1), 68 – 80
26. Aremu M. O, **Oginni B. O.** & Awobona S. (2021). Human Resource Management Practices and Sustainable Development in the 21st Century and Beyond, *Christopher University Journal of Management and Social Sciences (CUJMSS)*, 1(1), 123 - 129
27. **Oginni B. O.** Olaniyan T. S., Ajibola K. S. & Ajakaye A. T. (2021). The Practice of Collective Bargaining in Nigeria: Issues, Challenges and Prospects, *Bells University of Technology Journal of Management Sciences (BUTJMS)*, 1(1), 159 - 170.
28. Ayeni, O. O & **Oginni B. O** (2021). Implications of Nigeria's 2014 Pension Reform Act as a form of Employee Reward, *Hallmark University Journal of Management and Social Sciences*, 3(2), 67-77
29. Koleoluwa, A. T. & **Oginni B. O** (2021). Human resources capabilities and organisational performance, *Hallmark University Journal of Management and Social Sciences*, 3(2), 200 – 205

30. **Oginni B. O** & Lanre - Babalola Folakemi Olubunmi (2020). Literature Review on Sociological Implication of Psychological Contract on Employees' Satisfaction in Workplace, 7(2), 165 -174, *Journal of Banking and Finance Research*, Nassara State University Keffi, Nasarawa State, Nigeria.
31. **Oginni, B. O**, Olowookere, J. K & Ikotun, A. O (2020). Human Resource Accounting and Financial Performance of deposit money bank in Nigeria, 4(1), 329 - 340, *Nigerian Defence Academy Journal of Economics and Finance*, NDA, Kaduna
32. Olaniyan T. S. **Oginni, B. O**, Ajibola K. S & Ayansiji F. O (2020). Work Family Role Conflict as a Predictor of Organisational Performance, 6(1), 165 -174, *Journal of Banking and Finance Research*, Nassara State University Keffi, Nassara State, Nigeria.
33. Adeagbo, M. B & **Oginni, B. O** (2020). Organisational Reward and Job Performance of Non-Teaching Staff in Osun State College of Education, Esa - Oke, Osun State, Nigeria, *African Journal of Educational Research and Development*, 13(2). 119 - 140 - University of Port Harcourt, Rivers State
34. Ayantunji, I. O, Olufemi, S. O & **Oginni, B. O** (2020). Assessment of the Role of Radical Innovation on Entrepreneurship Development in Small and Medium Enterprises (SMEs) in Nigeria, *UNIOSUN International Journal of Management Sciences*, 4(2), 128 - 141, A Publication of the Faculty of Management Sciences, Osun State University, Osogbo, Osun State, Nigeria.
35. **Oginni, B. O**, Ajibola, K.S & Olaniyan, T. S (2020). Alternative Dispute Resolution in the Workplace: Issues, Challenges and Prospects, *FUDMA Journal of Business Management*, 1(2), 388 - 396, Federal University, Dutsi-Ma, Kastina State, Nigeria.
36. Ayantunji, I. O, **Oginni, B. O** & Olaniyan T. S (2020). Influence of Work Ethics and Moral Value on the quality of work in the selected deposit money banks in Lagos State, *UNIOSUN International Journal of Management Sciences*, 4(1), 75 - 92. A Publication of the Faculty of Management Sciences, Osun State University, Osogbo, Osun State, Nigeria.
37. Olaniyan T. S, **Oginni B. O**, Ajibola, K. S & Ayansiji, F. O (2020). Work-Family Role Conflict as a Predictor of Organisational Performance, *NSUK Journal of Banking and Finance*, 6(1), 165 - 175. A Publication of the Department of Banking and Finance, Nasarawa State University, Keffi, Nasarawa State, Nigeria.
38. **Oginni B. O**, Akpor-Robaro, M.O.M, & Gbakeji, Oghenetega (2020). Employee's Involvement in Decision Making and Organisational Performance: A Study of some Selected Banks in Nigeria, *International Journal of Intellectual Discourse (IJID)*, 3(1), 453 – 470, published by the Faculties of Management Sciences and Social Sciences, Bauchi State University, Gadau, Bauchi State – Nigeria
39. **Oginni, B. O**, Ajibola, K.S & Olaniyan, T. S (2020). Employee Job Satisfaction in the workplace: Myth or Reality, *FUDMA Journal of Business Management*, 1(2), 388 - 396, Federal University, Dutsi-Ma, Kastina State, Nigeria.
40. **Oginni B. O** & Lanre - Babalola Folakemi Olubunmi (2019). A study of Employee Retention Strategies and Job Satisfaction in the Service Industry in Lagos Metropolis, *Uniosun Journal of Employment Relations and Management*, 1(2) 253 - 285, published by Department of Employment relations & Human Resource Management, Osun State University, Okuku Campus, Osogbo.
41. **Oginni, B. O** & Omoyele Samuel Olufemi (2019). The practice of Industrial Relations in Nigeria: A Theoretical Perspective, *Uniosun Journal of Employment Relations and Management*, 1(1), 205 - 220, published by Department of Employment relations & Human Resource Management, Osun State University, Okuku Campus, Osogbo.
42. **Oginni B. O** & Akpor-Robaro, M.O.M. (2019): Human Resources Management Practices: Employer's Perspective of Challenges and Survival Strategies in Nigerian Business Environment. *Ilorin Journal of Human Resources Management*, 3(2), 62 - 74, Department of Industrial Relations and Personnel Management, University of Ilorin, Ilorin, Kwara State.

43. Ogunyomi, P, O and **Oginni, B. O** (2017): The Role of Micro Small and Medium Enterprises in Curbing Youth Unemployment in Nigeria. *Nigerian Journal Business and Social Sciences*, 10(1), 145 – 166 - Published by Faculty of Social Sciences, University of Lagos, Lagos

Publications outside Nigeria (offshore)

44. **Oginni, B. O**, Anthony Kola-Olusanya, Ogunyomi, P. O. & Ajibola, K. S. (2026). Compensation packages and recruitment-selection practices towards employee retention and economic sustainability. *Namibia Journal of Managerial Sciences*, 7(1),1 – 16, published by The International University of Management, Namibia, <https://journals.iium.edu.na>
<https://journals.iium.edu.na/index.php/njms>
45. Kola-Olusanya, A, **Oginni, B. O**, Olaniyan, T. S & M.S. Kasumu (2025). Workplace Spirituality: Employee connection to work environment and working conditions, *Farabi Journal of Social Sciences* 11(1), 4 – 15, published by Al-Farabi Kazakh National University, Almaty, Kazakhstan. <https://jhumansoc-sc.kaznu.kz/index.php/1-eurasian>
46. Akindele, I. T, **Oginni, B. O**, Kasumu, M. S, Akande, O. B (2025). Nexus between retirement benefits and standard of living: The case of Civil Service Retirees in Nigeria, *Journal of Economic Research & Business Administration*, 151(1), 3 – 17, published by Al-Farabi Kazakh National University, Almaty, Kazakhstan, <https://be.kaznu.kz/index.php/math>
47. **Oginni, B.O.**, Omoyele, S.O., Olaniyan, T.S., Kasumu, M.S. (2025). The Nexus Between Informal Entrepreneurship and Sustainable Development, *Annals of Spiru Haret University. Economic Series*,25(1), 366-380, published by Spiru Haret University, Romania <https://anale.spiruharet.ro/economics>
48. Ogunlusi, C. F., **Oginni, B. O.**, Obidiya, M. O., Ogunwole, C. A & Iheanacho, V. F (2025). Relationship Between Demographic Characteristics and Job Stress among Nigerian Employees, published by *BERJAYA Journal of Services & Management*,.23, 34-45 <https://journal.berjaya.edu.my/>
49. **Oginni B.O**, Ajibola K.S., & Abdulazeez A.O (2025). Flexible work arrangements and employee job performance: A systematic literature review, *Sciences of Europe (social sciences)*, 166, 47 – 55 <https://www.europe-science.com/archive/>
50. Aremu, M. O., Akintayo, D. & **Oginni, B. O** (2024). Human Resource Planning and Talent Attraction in Public Security Organizations: A Case Study from Southwest Nigeria, *BERJAYA Journal of Services & Management* 22, 85 – 91, published by the BERJAYA University College, Kuala Lumpur, Malaysia, <https://journal.berjaya.edu.my/vol-22/>
51. Lanre-Babalola, F.O., **Oginni, B.O.**, Obidiya, M.O., & Adewole, J.A. (2024). Influence of Abusive Supervision on Employees' Morale at Work: Evidence from The Manufacturing Organisations, *Annals of Spiru Haret University - Economic Series*, 24(1), 312-328, published by Spiru Haret University, Romania. DOI: <https://doi.org/10.26458/24118>, <https://anale.spiruharet.ro/economics>
52. **Oginni, B. O.**, Adesanya, A. S., Ojodu, H. O & Adeyeye, V. A (2023). Green Human Resource Practices and Sustainable Development of Business Organisations in the Manufacturing Sector of the Nigerian Economy, *Economic Review – Journal of Economics and Business*, 21(2),13 – 24, published by the Faculty of Economics, University of Tuzla, Bosnia and Herzegovina. <http://ef.untz.ba/arhiva-archives/#1634545843406-0e590a33-9a32>
53. **Oginni, B. O.**, Adesanya, A. S., Ilori, G. E., Ayantunji, I. O., Lanre-Babalola, F. O & Ajibola, K. S (2023). Occupational Stress and Industrial Relations Outcomes: Evidence from Selected Manufacturing Organizations in Lagos Metropolis, Nigeria, *Business Excellence*,17(2), 11-33, published by the Faculty of Economics and Business, University of Zagreb, Zagreb, Croatia. <https://hrcak.srce.hr/en/poslovnaizvrsnost> or <https://businessexcellence.net.efzg.hr/>

54. **Oginni, B. O.**, Ayantunji, I. O., Lanre-Babalola, F. O., Balogun, R. A & Abudulazeez, O. A (2023). The Impact of Human Resource Planning on Organisational Performance of Oriental Foods, Oyo, Oyo State, Nigeria, *Annals of Constantin Brancusi University of Targu jiu - letters and social sciences series*, 1, 51-66, Published by Academica Brâncuși” Press of “Constantin Brancusi” University of Targu-Jiu, Romania. <https://alss.utgjiu.ro/1-2023/>
55. **Oginni, B. O.**, Ayantunji, O. I., Olaniyan, T. S., Ajibola, K. S, & Ajakaye, A. T. (2023). Nexus Between Recruitment and Selection Practices and Business Performance of Manufacturing Small and Medium Enterprises (SMEs) in Lagos, Nigeria, *International Journal of Management Studies*,30(2), 469-500 published by UUM Press, Universiti Utara Malaysia <https://e-journal.uum.edu.my/index.php/ijms/issue/view/717>
56. Adesanya, A. S, Ogunlusi, C. F, **Oginni, B.O**, Eniayewu, A. J & Olowu, E. A (2023). The emerging role of human resource managers: The Post-COVID -19 experience in Nigeria, *Indonesia Journal of Education and Social Science*, 2(1), 44-55, published by Papanda, Indonesian. <https://ejournal.papanda.org/index.php/ijess/article/view/468>
57. **Oginni, B. O**, Ayantunji, I. O., Awolaja A, Ore, S. O, Adesanya A. S & Ojodu, H. O (2023). Influence of work-life balance on occupational stress of employee in the Nigeria banking industry Ogun state, Nigeria, *African Multidisciplinary Journal of Development*, 12(1), 60-73. Published by Kampala International University, Uganda. <https://kiu.ac.ug/journals.php>
58. **Oginni, B.O.**, Ayantunji, I. O., Awolaja, A., Adesanya, A.S. & Ojodu, H.O. (2023). A Study of Human Resource Management Policies, Practices and Employee Commitment: Evidence from Nigerian Small and Medium Enterprises (SMEs). *Annals of Spiru Haret University. Economic Series*, 23(2), 254-277, published by Spiru Haret University, Romania <http://anale.spiruharet.ro/economics/issue/view/155/234>
59. **Oginni, B. O.**, Ayantunji, I. O., Lanre-Babalola, F. O., Olonade, Z. O., Ajibola, K. S., Balogun, A. T & Adebayo, W. G (2023). Work Ethics Practices and Employee Retention Towards Economic Recovery in the Brewery Industries of Lagos Metropolis, Nigeria, *RUDN Journal of Public Administration*, 10(2), published by RUDN University, Russia. <https://journals.rudn.ru/public-administration>
60. **Oginni, B. O.**, Ayantunji, I. O., Lanre-Babalola, F. O., Ajibola, K. S., Balogun, R. A., Ogunlusi, C. F & Adesanya, A S (2023). Job Stress and Employee Mental Health During Economic Recession: Evidence from Nigeria’s Oil and Gas Sector. *Economica Journal*, 19(2), 39–56, Published by the Faculty of Economic Sciences of the Danubius University Galați, Romania. <https://dj.univ-danubius.ro/index.php/AUDOE/issue/view/164>
61. **Oginni, B. O.**, Omoyele, S. O., Ayantunji, I. O., Lanre-Babalola, F. O & Balogun, A. T (2023). Nexus Between Entrepreneurial Characteristics and small business productivity in Nigeria, *Journal of Enterprise and Development (JED)*, 5(2), 238-256, published by Faculty of Islamic Economics and Business of Universitas Islam Negeri (UIN) Mataram, Indonesia. <https://journal.uinmataram.ac.id/index.php/jed>
62. **Oginni, B. O.**, Ayantunji, I. O., Larnre-Babalola, F. O., Balogun, R. A., & Abdulazeez, A. O. (2023). Compensation Packages and Employee Retention in Nigerian Breweries, Ilesha, Osun State, Nigeria: *International Journal of Intellectual Human Resource Management (IJIHRM)*, 4(02), 7-21, published by Gulf University, Sanad, Kingdom of Bahrain. <https://journals.gulfuniversity.org/index.php/ijihrm/issue/view/24>
63. **Oginni, B. O.**, Ayantunji, O. I., Lanre-Babalola, F. O., & Balogun, A. R (2022). Influence of Employee silence on Industrial Conflict in unionized organisations in Lagos State, Nigeria, *Journal of Economy and Business*, December 37-62, Published by Faculty of Economics, University of Mostar, Bosnia and Herzegovina. <https://zbornik.ef.sum.ba/index.php/hr/trenutacni-broj/>

64. Olonade, Z. O., **Oginni, B. O.**, Olaniyan, T. S., Omotoyese, O., Odebode, A.S & Ajao, B (2022). Personality Traits and Fiddle Tendencies Among Workers in the Coca-Cola Bottling Company, Lagos State, *Annals of Constantin Brancusi University of Targu jiu - letters and social sciences series*, 2, 83-94, Published by Published by Academica Brâncuși” Press of “Constantin Brancusi” University of Targu-Jiu, Romania. <https://alss.utgjiu.ro/2-2022/>
65. **Oginni, B. O.**, Ayantunji, O. I., Olaniyan, T. S., Ajibola, K. S & Balogun, A. R (2022). Job Satisfaction and Job Contentment in the context of the Nigerian Banks, *Skyline Business Journal*, 18(1), 34-55, Published by Skyline University College, Sharjah, United Arab Emirate. (UAE) <https://www.skylineuniversity.ac.ae/sbj/volume18>
66. **Oginni, B. O.**, Ajibola, K. S., Bayode B. O & Famolu, F. B (2022). Discretionary Spending, Ethical Responsibility and Customer Loyalty, *Izvestiya Journal of Varna University of Economics, Management and Informatics* 66 (3-4), 154 – 168, Published by University of Economics, Varna, Bulgaria. <https://journal.ue-varna.bg/issue/contents/105>
67. Bayode, O. B, Olagunju, A., Onikoyi, O. A, **Oginni, B. O** & Kazeem, B. L. O (2022). Agro-Allied Small and Medium Scale Business and Economic Growth of Nigeria (1976-2021), *Æconomica Journal*, 18(5), 445 – 454, Published by the Faculty of Economic Sciences of the Danubius University Galați, Romania. <https://dj.univ-danubius.ro/index.php/AUDOE>
68. **Oginni, B. O.**, Ayantunji, O. I., Olaniyan, T. S., Ajibola, K. S. & Famolu, F. B., (2022). Recruitment-Selection Criteria and Nigerian’s Academic Job Performance, *Management Research and Practice*, 14(3), 25 - 37. Published by the Administration and Public Services Research Centre, Bucharest University of Economic Studies. <http://mrp.ase.ro/>
69. Adesanya, A.S, **Oginni, B. O** & Adewunmi, D. O (2022). The Strategic importance of Entrepreneurship as a Mechanism for Sustainable Econcomic Growth in Nigeria, *Humanities, Management, Arts, Education & the Social Sciences Journal*, 10(1), 33-46, published by ICT University USA - Foundations Endowed International Pan-African Journal Publication in Collaboration with the Society for Multidisciplinary & Advanced Research Techniques (SMART) in Africa, <https://www.isteam.net/humanitiesjournal>
70. **Oginni B. O**, Ajibola K. S & Olaniyan T. S (2022). A Study of the Effects of Occupational and Safety and Work Environment on Employee Job Performance in a Manufacturing Organisation of Lagos Metropolis, Lagos, Nigeria, *Annals of Spiru Haret University, Economics Series*, 22(1), 183-193 published by http://anale.spiruharet.ro/index.php/economics/issue/viewIssue/141/pdf_26
71. **Oginni B. O**, Olaniyan T. S & Ajibola K. S (2022). Participation and Consequences in Trade Unionism: Nigerian Workers’ Experience, *BERJAYA Journal of Services & Management* 17, 58-77, published by the BERJAYA University College, Kuala Lumpur, Malaysia, <https://journal.berjaya.edu.my/#> <https://journal.berjaya.edu.my/vol-22/>
72. **Oginni B. O**, Olaniyan T. S & Ajibola K. S (2022). Reward and Commitment in Centre for Black and African Arts and Civilization, *BERJAYA Journal of Services & Management* 17, 3-12 published by the BERJAYA University College, Kuala Lumpur, Malaysia, <https://journal.berjaya.edu.my/#>
73. **Oginni, B. O**, Ajibola, K. S & Olaniyan, T. S (2021). Influence of Collective Bargaining on Industrial Conflict in Public Health Sector Lagos State, Nigeria, *British Journal of Marketing Studies* 9(4), 36 - 47. Published by the European Centre for Research, Training and Development (ECRTD), UK. www.eajournals.org
74. **Oginni B. O** & Famolu, M. F. (2020). Physical and Psychological Conditions of Work: Implication of Industrial Peace and Harmony, *Journal of Business Administration and Education*, 12(3), 1-17 - Published by Infinity Press, <https://infinitypress.info/index.php/jbae>

75. **Oginni B. O.**, Ojo Afolabi, & Adesanya Olusegun. (2019). A Model Linking Human Resources Management Practices with Employee's Commitment to Core Values of an Organisation. *Archives of Business Research*, 7(8), 114-118. - Published by Society for Science and Education, United Kingdom. <https://journals.scholarpublishing.org/index.php/ABR/index>
76. Majekodunmi Samuel Ayodele & **Oginni B. O** (2019). Effect of Product Innovation on Customer Satisfaction: An Overview of insight into Nigerian Service Market, *Noble International Journal of Social Sciences Research*, 4(1), 1-7. - Published by Noble Academic Publisher, Pakistan. <https://napublisher.org>
77. **Oginni, B.O** & Omoyele, O.S (2018): The role of labour turnover in organisational productivity in the manufacturing sector of Nigerian economy: The case of Cable industry in Lagos, Nigeria, *Advances in Social Sciences Research Journal*, 5(8), 294-305. - Published by Society for Science and Education, United Kingdom. <https://journals.scholarpublishing.org/index.php/ASSRJ>
78. **Oginni, B. O.**, Ogunwole, Cecilia Aina & Lanre - Babalola Folakemi Olubummi (2018): Culture: A basis for Human and Economic Development; the case of Nigeria, *Journal of Economics and Sustainable Development*, 9(22), 17 -23.- Published by International Institute for Science, Technology and Education, <https://iiste.org/Journals/index.php/JEDS>
79. Akpor-Robaro, M.O.M. & **Oginni, B. O** (2018): Organizational Behaviour, Management Theory and Organizational Structure: An Overview of the Inter – Relationship, *Archive Business Review*, 6(6), 1 -10 Published by Society for Science and Education, United Kingdom. <https://journals.scholarpublishing.org/index.php/ABR/index>
80. **Oginni B. O** , Olabode Samuel & Ojo Afolabi (2018): The Functioning of Human Resource Management Practices as a Correlate of Economic Recession in Manufacturing Sector of the Nigerian Economy, *Journal of Economics, Management and Trade*, 21(2), 1 – 11 - Published by Science domain International, United Kingdom, <https://www.journaljemt.com/index.php/JEMT>
81. **Oginni B. O.**, Dunmade, Emmanuel Olaniyi & Ogunwole Aina Cecilia (2018) The Role of Employee's Work Expectations in Job Satisfaction and Labour Turnover in the Service Industry: A Case of Selected Organisations in Lagos, Ogun and Oyo States Nigeria, *World Journal of Business and Management*, 4(1), 1 – 17 - Published by Macrothink Institute, USA. <https://www.macrothink.org/journal/index.php/wjbm>
82. **Oginni B. O**, Erigbe Patience, Ojo Afolabi, 'Laosebikan Sola & Ogunlusi Femi (2018): Adoption of Human Resources Management Policies for Practices: Harvard Model Vs. Religious Model, *Business and Management Research Journal*, 7(1), 51 – 60. - Published by Sciedu Press, Canada, <https://www.sciedu.ca/journal/index.php/bmr>
83. **Oginni, B. O**, Erigbe Patience, Ogunlusi 'Femi Christopher & Laosebikan 'Sola J. (2018): The Implications of Employee's Placement on National Development: A Case of Nigeria, *World Journal of Business and Management*, 4(1), 39 – 52. Published by Macrothink Institute, USA, <https://www.macrothink.org/journal/index.php/wjbm>
84. **Oginni, B.O**, Afolabi V.G & Erigbe, P (2014): A study of Subordinate-Superior Relationship and Employees' Commitment in the Public Universities of South-Western, Nigeria, *American Journal of Business Management*, 3(1), 28 – 38. - Published by World Scholars, USA, <http://worldscholars.org/index.php/ajbm>
85. **Oginni, B. O** & Adesanya Abel 'Segun (2013): Business Environmental factors: Implications on the survival and growth of Business Organisations in the manufacturing Sector of Lagos Metropolis, *Business and Management Research Journal*, 2(3), 146 – 155. Published by Sciedu Press, Canada, <https://www.sciedu.ca/journal/index.php/bmr>.

86. Laosebikan, J.S. (PhD), **Oginni, B. O** & Ogunlusi, C. F (2013): Evaluation of Time Management for Growth and Development in Developing Economies: Nigerian Experience, *International Journal of Innovative Research and Development*, 2(7), 490 – 496. - Published by Globeedu Group, India, <http://www.internationaljournalcorner.com/>
87. Ogundele, O.J.K. (PhD), Alaka, N.S, **Oginni, B. O** & Ogunyomi, P.O (2013): The practice of Industrial Relations in Indigenous Entrepreneurial Organisations in Nigeria, *The International Journal of Business and Management*, 1(1), 38-45. - Published by Globeedu Group, India. <http://www.internationaljournalcorner.com/>
88. Laosebikan, J.S. (PhD), **Oginni, B. O** & Ogunlusi, C. F (2013): Employees' Training and Development as a Correlate of O`rganizational Growth in Nigerian Manufacturing Business Environment: A Case of Selected Organisations in Lagos, Oyo and Osun states, *Journal of Management and Administrative Sciences Review* 2(2), 92-102 - Published by Academy of Business and Scientific Research, Pakistan, [https://journal-index.org/index.php/asi/](https://journal-index.org/index.php/asi/article/view/584) article/view/584
89. Laosebikan J.S, Ogunlusi, C.F & **Oginni, B.O** (2013): Market and Workforce Globalization: The Nigeria Contemporary Health Issues Dimension, *International Journal of Innovative Research in Management* Vol.6(2), 13 – 18.
90. Akindele, R.I, **Oginni, B.O** & Agada, S.O (2013): National Development and Political Corruption in Nigeria: Leadership at Crossroad, *European Journal of Business and Management*, 5(9), 171-180 - Published by International Institute for Science, Technology and Education. <https://iiste.org/Journals/index.php/EJBM>
91. **Oginni, B. O** & Faseyiku, I. O (2013): The Emerging Pattern of Moral Values and Ethical Behaviour in Nigerian Environment, *European Journal of Business and Management*, 5(9), 181-188. - Published by International Institute for Science, Technology and Education, <https://iiste.org/Journals/index.php/EJBM>
92. Ogunyomi, P.O & **Oginni, B. O** (2013): Youth Self-Reliance Programmes and Unemployment Challenges in a Developing Economy: A case of Nigeria, *Global Business and Economic Research Journal*, 2 (3), 11-25. Published by Indonesia
93. **Oginni, B.O**, Ogunlusi, C.F & Faseyiku, I.O (2013): A study of Employee Retention Strategies and Organisational survival in Private Universities in Southwest, Nigeria, *The International Journal of Management*, 2(1), 1-17. - Published by Globeedu Group, India, <http://www.internationaljournalcorner.com/>
94. Afolabi V.G, **Oginni, B. O** & Erigbe, P (2013): Assessment of Welfare Expectations of Workers in Redeemer's University, Ogun State, Nigeria, *Indian Journal of Commerce and Management Studies*, 4(1), 96-101. - Published by Educational Research Multimedia and Publications, India, <http://www.scholarshub.net/index.php/ijcms>
95. **Oginni, B.O**, Omoyele, S.O & Ogunwole, O.A.C (2013): A Critical Analysis of Information Technology and Customers' Satisfaction in Nigerian Business Environment, *Indian Journal of Commerce and Management Studies*, 4(1), 50-57, - Published by Educational Research Multimedia and Publications, India, <http://www.scholarshub.net/index.php/ijcms>
96. **Oginni, B.O**, Afolabi V.G & Erigbe, P (2013): The Place of Job Stress in Labour Turnover of the Banking Sector in the Nigerian Economy, *International Journal of Business and Management Invention*, 2(1) version 3, 93-99. University Grants Commission UGC Approved Journal, India, [https://www.ijbmi.org/v2i1\(version3\).html](https://www.ijbmi.org/v2i1(version3).html)
97. **Oginni, B.O** & Adesanya, A (2013): The Workers' Rights in Nigeria: Myth or Reality? *International Journal of Business and Management Invention*, 2(1) version 3, 100-104. University Grants Commission UGC Approved Journal, India, [https://www.ijbmi.org/v2i1\(version3\).html](https://www.ijbmi.org/v2i1(version3).html)

98. Olabisi, J, Sokefun A. O & **Oginni, B. O** (2012): Kaizen Cost Management Technique and Profitability of Small and Medium Scale Enterprises (SMES) in Ogun State, Nigeria, *Research Journal of Finance and Accounting*, 3(5), 103 – 111. - Published by International Institute for Science, Technology, and Education, <https://iiste.org/Journals/index.php/RJFA>
99. **Oginni, B.O** & Ogunyomi P.O (2012): The Roles of Employment Processes in Organisational Image in Insurance Organisations in Nigeria: Employees and Community Perspectives. *Australian Journal of Business and Management Research*, 2(5), 52-57. - Published by New South Wales Research Centre Australia (NSWRCA), Australia, <http://www.ajbmr.com>
100. **Oginni, B.O** & Afolabi V.G (2012): A study of Human Resources Management Practices and Labour Turnover in the Manufacturing Organisations in Lagos, Nigeria, *International Organisation of Scientific Research, Journal of Business and Management*, 5(4), 13-19. Published by International Organization of Scientific Research (IOSR), <https://www.iosrjournals.org/iosr-jbm/pages/v5i4.html>
101. Afolabi, V.G & **Oginni, B.O** (2012): A critical appraisal of Corporate Social Responsibility Practices by Business Organisations in Nigeria, *International Journal of Innovative Research and Development* 1(9), 427-442. - Published by Globeedu Group, India, <http://www.internationaljournalcorner.com/>
102. **Oginni, B.O**, Ogunlusi, C.F & Ojodu, H.O (2012): The role of leadership integrity in National Development in Developing Countries: The case of Nigeria, *International Journal of Innovative Research and Development*, 1(9), 573-586. - Published by Globeedu Group, India, <http://www.internationaljournalcorner.com/>
103. Afolabi V.G, **Oginni, B.O**, & Erigbe, P (2012): Leadership and Reinforcement of Ethical and Unethical Cultures in Corporate Organisations in Nigeria, *International Journal of Innovative Research in Management*, 1(2), 21-29.
104. **Oginni, B.O**, Akindele, R.I & Omoyele, S.O (2012): Survival of Private Universities in Nigeria: Issues, Challenges, and Prospects, *International Journal of Innovative Research in Management*, 1(2), 30-43

L. CURRENT RESEARCH ACTIVITIES

Non - Funded / Self-Sponsored Research

A Comparative Analysis of Human Resource Placement and Performance for Sustained Development in Nigeria: A Comparative Analysis of Ministerial Appointments between 1999 – 2007 and 2015 – 2023 (**Ongoing**)

M. CONFERENCES ATTENDED (Indicating titles of paper presented if any)

1. 1st International Conference organised by the Departmental of Employment Relations and Human Resource Management, Osun State University, Osun State, Nigeria on the 24th – 28th November 2025 with the theme: Innovative Human Resource Management Practices in the age of disruption: Theories, technologies, and transformative strategies for inclusive workplace. Title of paper presented: The place of Human Resource Marketing in Organisational Image in the Manufacturing Organisations in Lagos Metropolis
2. 1st UNIOSUN Annual Lecture Tuesday, May 20, 2025, at the Olagunsoye Oyinlola Auditorium, delivered by Rt. Hon. Olufemi Hakeem Gbajabiamila CFR, titled ‘Interrogating Funding of Education: Global versus Nigerian Perspectives.
3. One-day workshop for all academic staff members of Osun State University on Wednesday, 26th February, 2025

4. 1st International Conference on the drivers of insecurity in Nigeria and Africa held on 26th – 28th November, 2024 organised by Faculty of Social Sciences, Osun State University, Osogbo, Okuku Campus, Osun State University. The title of the paper presented is “the nexus between corruption, insecurity, and economic development in Africa: An examination of SDG 16 and its implications on employee relations”
5. One-day capacity building workshop organised by the Quality Assurance Unit of the Osun State University for all the teaching staff on the 20th November 2023 focusing on ‘quality attributes and responsibilities of 21st Century University lecturers’, ‘Academic leadership as a catalyst for institutional transformation’ and ethical issues in lecture delivery, examinations, grading, result processing and relationship with stakeholders.
6. Two-day workshop organized by the Directorate of Examination and Assessment of the National Open University of Nigeria (NOUN) Abuja between 8th – 9th May 2023 focusing on question settings and marking guidelines preparation.
7. Workshop/Retreat organised by Osun State University for Council members. Principal officers, Provosts, Deans, and Heads of Departments/Units held at Miccom-Golf Hotel and Resort Limited, Ada, Osun State on 30th April –2nd May 2023 on Strategic Alliance between University Vision and Developmental Plans: the role of heads of units
8. AHI EVRAN International Conference on Scientific AHI EVRAN International Conference on Scientific Research organized by Kirsehir Ahi Evran University, Turkey held on November 30 - December 2, 2021. The title of the paper presented is **“The Nexus between Entrepreneurship Development and SMEs Performance in Nigeria”**
9. Annual International Conference organized by The Centre for Organization Leadership & Development (COLD), UNICAF University, Zambia, 30 - 31 July 2021. Theme “Leading and Learning Organisational Development Lenses and Sustainability.
10. A 5-day workshop on “Statistical Package for Social Sciences” organised by Digital Bridge Institute in collaboration with Osun State University, Osogbo 5th – 9th October 2020
11. Annual Conference Organized by the Department of Business Administration, Lagos State University, Ojo, Lagos with the theme “Managing Organisations in a Turbulent Environment for Economic Recovery” **8th - 10th of November, 2017**. The title of the paper presented is ***“The Place of Employee’s Placement in National Development in Nigeria”***
12. 1st International Conference on General Studies Programme, Theme: General Studies Programme: Relevance for National Conference, **30th - 31st of May, 2017**, Redeemer’s University, Ede Osun State.
13. 3rd annual International Conference on Accounting, Finance and Management. Theme: Accounting and Management Practices in a globalised world: The missing link, Conference Centre, Obafemi Awolowo University, Ile – Ife, **4th – 6th April, 2016**.
14. Workshop organised by the Institute of Entrepreneurs, Nigeria, Ogba – Ikeja, on **3rd of December, 2015** on “Essential Ingredients for Economic Breakthrough and National Reputation” Sponsored by Redeemer’s University.
15. International Conference on Employability, Sustainable Development and Education in Africa, African Centre for Research and Innovation, University of Ibadan, **5-7 of June 2013**. ***The title of the paper presented is “The Development of Maintenance Culture in Nigeria: Implication on Sustainability of National Development”.***
16. Conference on global financial downturn at University of Lagos, Akoka, Yaba, **9 -11 of June 2010**
17. International Conference on Entrepreneurial Education and Sustainable National Development, Lagos State University, Ojo Lagos, **17-19 of July 2012**. ***The title of the paper presented “Social Entrepreneurship as a Tool to Develop Sustainable Entrepreneurial Education”***

18. 6th International Conference on Strategic Economic and Development at Obafemi Awolowo, Ile-Ife, Osun state **20 - 22 of October, 2010**. The title of the paper presented is ***“Culture a Basis for Human and Economic Development”***
19. Redeemer’s University research seminar at NUA, Mowe **18th of May 2011**. Seminar title “Alcoholic and Accident Rates” by Prof. Akinawo. O. E
20. Workshop organised by the Institute of Entrepreneurs, Ogba – Ikeja, **23 -25 of March 2011** on “Training the trainers”
21. National Association for Research Development at Federal College of Education, Kano **11-15 Sept. 2006**. The title of the paper presented is ***“The Practice of Industrial Relations in Entrepreneurial Organisation in Nigeria.***
22. National Conference of Environment and Behaviour of Nigeria at Lagos State University, Ojo – Lagos, **22-24 of November 2006**. The title of the paper presented is ***“The Emerging Trends of Ethical Values in Nigeria.***

N. EXTRACURRICULAR ACTIVITIES

1. Football, Tennis and Chess
2. Adventure and Writing.
3. Counselling and Mentoring
4. Driving and Mechanical repairs

O. ANY OTHER RELEVANT INFORMATION

1. Oginni Babalola Oluwayemi (2016): Human Resources Management Practices and Employees’ Commitment to the Core Values of Private Universities in Southwest Nigeria, Ph. D. degree thesis submitted to the Department of Management and Accounting, O. A. U., Ile - Ife
2. Oginni Babalola Oluwayemi (2012): A Study of Employee Retention Strategies and Organisational Survival of Private Universities in Southwest Nigeria, M. Phil. degree thesis submitted to the Department of Management and Accounting, O. A. U., Ile – Ife.
3. Oginni Babalola Oluwayemi (2003): The Impact of Employees’ Labour Turnover on Organisational Productivity, M. Sc. Degree Project submitted to the Department of Industrial Relations and Personnel Management, University of Lagos, Yaba – Lagos.
4. Oginni Babalola Oluwayemi (1995): The impact of total compensation packages on employees’ motivation in the banking industry. A case study of WEMA Bank PLC, Nigeria, **B. Sc.** Degree project submitted to the Department of Industrial Relations and Personnel Management, University of Lagos, Yaba - Lagos
5. ORCID ID: <https://orcid.org/0000-0002-5248-6837>
6. Web of Science Researcher ID ADL-7454-2022
7. The h-index and i10-index from Google Scholar are 15 and 19 respectively wherein the total citation is more than 750 as of 28th of July, 2026.
8. https://uniosun.academia.edu/OginniOluwayemi?update_affiliations=true.
9. **M.Sc. and PhD theses examined outside Osun State University**
10. **M. Sc. Thesis examined**

1. Name of Candidate: DARE Babajide Odunayo

Project/Thesis Title: Influence of Human Resource Management Practices on organisational image in the manufacturing industries in Lagos Metropolis, Nigeria

University: Ladoke Akintola University of Technology, Ogbomosho, Oyo State, Nigeria

Year: 2022

PhD Thesis examined

1. Name of Candidate: OLOMU, John Bayo

Project/Thesis Title: Social Capital Dimensions and Performance of Small & medium Manufacturing Enterprises in Lagos and Oyo States, Nigeria.

University: Ladoke Akintola University of Technology, Ogbomosho, Oyo State, Nigeria

Year: 2024

In addition to the above, my tenure as the acting head of the department between 1st of August 2020 – 31st of July 2024 has brought unprecedented landmarks to the upliftment of the department in all its ramifications. National Universities Commission (NUC) resource verification for the new programme was a success and all the Postgraduate programs presented for NUC accreditation had full accreditation status. Uninterrupted internship programme for all the concerned students and graduation of two sets of Postgraduate students in M. Sc. Degree programme while three Ph.D. students are at the final stage of completion. In the same vein, the adoption of an open-door policy has facilitated reaching out to all our students at different levels with a payoff on timely graduation without the request and burden of extra units, thus, graduating a large number of students in 2019/2020, 2020/2021, 2021/2022, and 2022/2023 academic sessions while I have also been able to graduate more students from the ‘standalone’ archive.

P. SUMMARY OF CONTRIBUTION TO KNOWLEDGE

It is worth noting that through my research which is evident in my publications, I have contributed immensely to the field of industrial relations and human resource management in the last three decades. Therefore, the summary of my contribution to knowledge in the field of industrial relations and human resource management is highlighted below;

Over the past two and half decades, I have been able to scholarly and significantly made substantial and enduring contributions to the advancement of knowledge in the fields of General Management, Industrial Relations and Human Resource Management through scholarly publications in peer review journals, book chapters, conference presentations, and ongoing research. These academic engagements have enriched theoretical understanding and practical application of Industrial Relations and Human Resource Management principles in both public and private organisations, thus, providing foundation for theoretical, empirical, and practical insights into employment relationships, workplace dynamics, especially recruitment and selection practices, and organisational performance in Nigeria and beyond wherein employees have been singled out as the main source of competitive advantage for the effective and efficient attainment of overall objectives of business organisations in the world of business.

I have authored scholarly articles in reputable peer review journals in both onshore and offshore outlets, covering diverse topics in the fields of General Management, Industrial Relations and Human Resource Management which have shed light on vital issues in the workplace, such as the significance of standard work ethics practices which was postulated as double edged sword i.e. for the enhancement of organisational image and recruitment strategy to attract qualified and competent candidates to fill existing vacancies; adduced forward both internal and external factors responsible for the participation of employees in trade unionism and consequences on industrial relations in the workplace; posited that the operationalisation of employee rewards in terms of relevance to the prevailing economic and environmental conditions in the workplace remains a reliable and valid weapon to ensure employee commitment across all cadres in the world of work; established that employee job satisfaction is a strong indicator to measure the degree of employee job contentment, thus, facilitating the understanding of the direction of the mobility of labour either in the short or long run. Not limited to these, advocated adherence to human resource management policies for practice as a panacea for employee commitment and a tool to usher in stability in labour turnover while the practice of workplace spirituality has been projected as a connector of employees to work environment and working conditions for organisational sustainability.

In addition, my research work on adherence to due process in recruitment and selection criteria for job performance towards the attainment and sustainability of individual and organisational objectives has provided valuable insights wherein ‘godfatherism’ has been seen as a challenge in human resource management practices which cannot be eradicated but minimized through sound work ethics practices with a focus on professionalism, integrity, and accountability. Furthermore, my work on work environment posited that work environment is a factor in the employee health and safety for enduring peace and harmony in the industrial world and a potential force in employee occupational stress with corresponding effects on industrial relations outcomes such as intention to quit, absenteeism, and industrial actions while it is inversely correlated with management-employee relations. Similar to this, is my research work on sustainable labour-management relations which has also offered pragmatic solutions for maintaining harmonious industrial relations with focus on how abusive supervision affected employee morale at the workplace and often leads to intention to quit, absenteeism, and industrial actions as well as deviant behaviour. My other research works on job stress highlighted a strong, positive, and significant relationship with demographic characteristics of the employees especially marital status and educational qualification in comparison to age, gender, and length of service.

My research work on retirement benefits made available to civil service retirees and the implication on their standard of living supported the adequacy of gratuity, pension, and healthcare to give high standard of living to the retirees however, found the implementation to have been poorly executed thus, leading to poor standard of living for the civil service retirees. The work on employee retention shows that aside the availability of incentives, the stakeholders have significant role in the determination of the quality of human resource practices with corresponding resultant effect on behaviour which could be positive or negative behaviour.

In summary, I have contributed immensely to the fields of General Management, Industrial Relations and Human Resource Management in the last two and half decades as evident in my research works and have undoubtedly enriched the knowledge, understanding, and practice of Industrial Relations and Human Resource Management in Nigeria and beyond.

R. REFEREES

1. Prof. Adebayo Olagunju

Department of Accounting
Faculty of Management Sciences
Osun State University, Okuku Campus
Osogbo, Osun State, Nigeria.
adebayo.olagunju@uniosun.edu.ng
+234 803 707 6626

2. Dr. O. S. Omoyele

Dept. of Entrepreneurial Studies.
Faculty of Management Sciences,
Osun State University, Okuku Campus
Osogbo, Osun State, Nigeria
olufemi.omoyele@uniosun.edu.ng
+234 803 563 4973

3. Dr Babalola Olanrewaju Olalekan

Ajeromi General Hospital
Ajegunle, Lagos State
larrydok@gmail.com
+234 808 442 7587

Name: Dr. B. O. Oginni

Signature:



Dated 28th of July, 2026