

# Role of HRM Practices in Organization Performance: A Survey Approach

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## ABSTRACT

In recent years, HRM has received a lot of traction. Human resource management is essential for all types of enterprises. The bulk of research indicates that HRM and organizational performance have a positive link. Each organization's main goal is to attain high levels of performance in its goals and objectives. In this paper, HRM and practices were investigated. What part do human resources play in achieving organizational objectives? This survey will also evaluate HRM practices by analyzing the 40 papers that have been submitted. In addition, this article offers a thorough examination of the chronological assessment based on each publication. In addition, the results of each research paper's analysis are displayed. A review of the literature was utilized to focus on and review the issue knowledge in this study. Finally, it expands on many research concerns that may be useful to researchers in doing more studies on HRM practices.

## KEYWORDS

Employee Engagement, Employee Retention, HRM, HRM Practices, Human Resource Management, Job Satisfaction, Organization Performance

## 1. INTRODUCTION

The investigation of HRM and practices was done in this study. How do human resources contribute to accomplishing organizational goals? In addition to evaluating HRM practices, this survey will also examine the 40 articles that were submitted. In addition, this page includes a full study of the historical assessment depending on each article. The outcomes of each article's analysis are also shown. To concentrate on and evaluate the issue knowledge in this study, a survey of the literature was used. Sustainability concerns are increasingly on the worldwide political agenda, and many

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businesses are concerned about them. Managers, policymakers, and employees must assess and revise their definitions of organizational performance and the aim of management practice to meet the wide idea of sustainability, which includes financial, environmental, and social long-term results. It also necessitates a review of the methods for achieving these long-term goals (Aycan et al. 2000). Human resource management methods are critical for the development of competencies and organizational culture and hence contribute to long-term results (Momani, 2020; Aulawi, 2021; Akour et al., 2021). Human resource practices and their outputs, such as creative, risk-taking, and inventive capacities, are also a result of sustainable practice and a link between sustainability goals and organizational performance.

Various methods have been established to support human resource management's significant impact on organizational performance (Sinha et al., 2022; Wang et al., 2023). A variety of mediating elements that contribute to organizational effectiveness have been discovered in studies. HRM's ability to impact parts of organizational outcomes, notably human and organizational skills that contribute to short- and long-term organizational success (Schuler and MacMillan 1984; Ahmad and Schroeder 2003), is one of them. Individual characteristics such as knowledge, skills, talents, and also behaviors, and attitudes, have been proved to improve organizational performance through HRM methods. HR strategies also appear to contribute to the creation of unique cultures and organizational competencies like technology and knowledge management, according to research (Sivathanu and Pillai, 2019). Despite the semantic challenges involved with the phrases HRM and SHRM, HRM, and SHRM may be identified as activities that have a beneficial influence on organizational outcomes and performance. The assumption that a stated organizational strategy provides the context for the development of human resource management practices is central to the SHRM concept (De Menezes et al. 2010). High-performance work practices, such as incentive pay, training, sharing of information, participative management, preferential recruiting and selection, an egalitarian culture, and teamwork, are all practices that contribute to organizational performance, according to a large body of research. According to SHRM theory, to increase performance, HPWPs, and organizational strategies should have a strategic fit. According to a concept of research on the relationship between HPWPs and organizational performance, HPWPs do have a favorable influence on organizational performance; however, the practices of performance assessment, teams, and information sharing do not. The study also discovered that systems of practices had a greater influence than individual practices and that the positive association between human resource practices and organizational performance remained regardless of the performance metric utilized. The extent of the impact of the HPWPs-organizational performance link was shown to be influenced by context, with the impact being twice as large in manufacturing as it was in services. Even though the organizational strategy was recognized as a mediator between HPWPs and organizational performance by (Macke and Genari 2019), they have been unable to test for this relationship due to coding issues.

**Human resource management practices:** HRM is described by (Harel and Tzafrir 1999) as the process of attracting, retaining, and developing talented and engaged employees to support the firm's goal, mission, and strategy. The traditional understanding of HRM focuses on monitoring, managing, and controlling a company's employees. Technical and strategic HRM focuses on recruiting and selection, training, assessment, and administrative benefits, whereas HRM activities include employee engagement, communication, engagement, team-based task design, and management development. As a result, HR relies on a commitment that focuses on the emotional ties between employees and the company's goals, as well as increasing management engagement, which provides greater compensation and training to subordinates (Subramony 2006; Albrecht et al., 2015). Moreover, it can be claimed that HR is still focused on objective assessment and rewarding the best performers. Recruitment and selection, teaching, performance assessment, developing HR policies, and managing HR records are all part of HRMPs, according to (Ulrich 1997). Following a review of the literature on HRMPs, it can be concluded that they improve employee skills and motivation, as well as assist in the achievement of company objectives through technical skills and creativity. Effective HRMPs are gaining traction

in today's knowledge-based economy, as businesses grapple with the need for highly trained human resources and the scarcity of competent workers.

**Recruitment and selection:** Every successful firm depends on selection and recruitment because having the right people improves and sustains organizational performance. The influence of a company's preference system on underside business results like productivity and financial profitability is every company's ambition. The fundamental role of the human resource department in every organization's strategy is recruiting and the selection and the method of recruitment is the very first step in establishing competitive strength (Schuler 1986). The recruiting process is a time-consuming and resource-intensive procedure that covers everything from identifying applicants to arranging and conducting interviews. As a result, the recruitment process and selection process are defined as the procedures by which organizations seek out, contact and interest prospective appointees before determining if they are suitable for the position.

The two steps of the hiring process are recruitment and selection, although there is a distinction between the two. Recruiting is the method of locating people for employment and encouraging them to submit for positions inside the business, whereas selection is the process of screening candidates to pick the most qualified candidates for open positions. Similarly, the primary goal of recruitment is to build a talent pool of candidates to allow for the selection of the best candidates for the organization by trying to attract more and more applicants to work, whereas the primary goal of the selection process is to select the best candidate for the numerous positions in the organization (Love and Singh 2011; Budhwar and Debrah 2009). The selection process immediately follows the recruiting phase, which includes final interviews and decision-making, as well as communication of the decision and appointment procedures. Recruiting is viewed as a "good process of developing a pool of applicants by reaching out to the "appropriate" audience, who are qualified to fill the position." When the applicants have been discovered, however, the process of choosing suitable personnel for employment may begin. This entails gathering, assessing, and comparing data on candidates' credentials for certain occupations.

As a result, selection is a procedure that entails a series of phases in which candidates are screened to select the most qualified individuals for open positions. The function preceding selection is candidate recruitment, which aids in the creation of a pool of potential employees for the firm from which management may pick the appropriate applicant for the right role. The recruiting procedure's major goal is to speed up the selection process (Levashina and Campion 2009). Because of this, businesses use these techniques to increase the likelihood that they will hire candidates who have the requisite knowledge, abilities, and skills for the job. Better recruitment and selection practices also result in better organizational outcomes. An organization is more likely to hire and retain content employees the better its recruitment and selection procedures are. Also, the effectiveness of a company's selection process can affect overall business outcomes, such as productivity and financial success. As a result, it is worth the investment to spend on the construction of a thorough and reliable selection system. Recruitment and selection are critical procedures for a successful business; having the proper people on board may help "increase and sustain organizational performance."

**Training and development (TD):** This is defined as a systematic procedure of putting out efforts to improve the firm's performance and gratifying its personnel by implementing various programs and educational training to improve their abilities. In today's workplace, there are a variety of productivity-enhancing apps that may be used for highly skilled human resources and an unskilled or quasi workforce. Recent research & development has gained recognition as a commercial function and an essential component of strategy, as well as recognition as a professional with well-defined processes and ideas (Guerci et al. 2015; Rosenzweig and Nohria 1994).

This methodological approach called continuous learning has been implemented by an increasing number of businesses, irrespective of size, small or large. Another feature of TD is that it may be linked to employee development and a better, more competent human resource staff. In general, training and development refer to the education and development of a company's workforce.

When examined attentively, there is little distinction between learning and development. For example, training is linked to quantifiable and precise goals such as gaining a thorough understanding of a process, operating a certain machine, or following a prescribed method with entire attention. Development, on the other hand, focuses on a range of skill sets that might be useful in a larger context, such as goal planning.

The intensity of competition in recent years has had a significant impact on the acknowledgment of the value of training and development, as well as the recent success of those firms that place a high priority on staff development. Furthermore, technical advancements and organizational change have increasingly caused organizational management to recognize that success is dependent on people's skills and talents, which necessitates significant and ongoing investment in learning and development (Cho et al. 2006). Furthermore, Human resource administration corporate management has come to understand the increasing importance of training, staff development, and long-term education as a result of concepts like corporate commitment and the rise of the quality movement.

In today's market, enhanced personnel abilities, expertise, and talents are the cornerstone of an organization's competitive advantage. By merging the interests of the company and the personnel, training, and development play a unique role in achieving the organizational objective. Learning and development is by far the most crucial aspect of organizational success in today's climate since it promotes the efficiency and effectiveness of both individuals and the company.

Strategic methods are required for the organization's training and development to be successful. The strategy chosen should be based on a review of the organization's needs, management and employee attitudes, and beliefs, as well as the number of resources available for the project. The strategic approach should be used while reviewing current requirements as well as preparing for future requirements.

**Compensation and Benefits:** Compensation is described as the amount of monetary and non-monetary awards given to employees in exchange for their services. The worth of the work, amount of human contributions, efforts, and performance are typically the factors that determine financial and non-financial incentives. Compensation is crucial at the organizational level in recruiting, keeping, and encouraging individuals to continue participating in the organization's success (Delaney and Huselid 1996). The reason for this is that salary has a significant impact on people's decision to work for a company. Many companies utilize the pay system not just to reward and acknowledge workers' efforts and achievements, and also as a motivational tool to increase employee productivity by enhancing job performance, reducing the desire to quit, and raising job satisfaction.

Traditionally, compensation schemes have been developed to recruit and retain personnel, as well as incentivize them to raise their activity and outputs to meet corporate goals. Compensation is also one of the major expenditures associated with running a business. Most significantly, remuneration influences not just hiring and retention choices, but is also a key instrument for aligning employees' interests with company goals by developing and rewarding them for achieving specified goals. Salary increases and other non-salary perks supplied to workers have a considerable impact on their desire to resign, according to (Wangithi and Muceke 2012). (Fey et al. 2000) discovered that the whole remuneration package had a considerable impact on employee retention. Several productivity studies show that high-talent persons frequently seek out opportunities to advance their careers. As a result, if a company can give them an appealing remuneration plan, they may stay with their existing employer (Aburumman et al. 2020). Failure by organizations to give equal remuneration, on the other hand, will result in negative sentiments about the organization, including a refusal to stay with the existing organization.

**Performance Appraisal:** Employee performance is measured, evaluated, improved, encouraged, and rewarded through the performance evaluation process. Performance evaluation is a formal procedure used by a business to analyze and evaluate workers' performance regularly. To put it another way, performance evaluation is the method of assessing how effectively people accomplish their responsibilities in comparison to a set of criteria or the expectations of the business. Performance

assessment is a great technique for not just evaluating workers' job performance, but also for developing and motivating them.

Employees may become conscious of their level of performance and recognize their deficiencies through important feedback or direction from top management, allowing them to take the required actions to improve their performance. As a result, for the aim of human capital development, performance evaluation must be done regularly. Top management may use the effectiveness of performance appraisals to make decisions about salary, promotion, dismissals, relocation, recognition programs, and skills training, all of which can affect employee satisfaction and possibilities for growth. The majority of firms agree that performance assessment is a good tool for determining employee potential and evaluating employee performance, both of which are critical to an organization's success (Zaitouni et al. 2011; Lim et al. 2017). The goal of any sort of assessment is to enhance the organization's usage of human resources. Performance assessment results can be applied to various HRM operations including planning, recruiting, remuneration, advancement, training & development, and layoffs. Employees' yearly performance evaluations should be kept on file as part of their permanent records. Performance assessment is a management strategy used to enhance employee performance and productivity. It is part of a systematic process of worker monitoring. With a performance assessment system, you can boost employee dedication, productivity, and retention. Supporting human resource management methods such as formal training and incentive pay strengthens the feasibility of performance assessment, and performance appraisal has a bigger effect on employee retention.

### 1.1 HRM Practices Outcomes

**Employee Engagement:** Employee engagement is undoubtedly the most important indicator for businesses in the twenty-first century. Employee engagement is driven directly by the business's development, employee value contribution, and employee impression of the organization. The engagement dilemma, according to HR practitioners, has a lot to do with how employees feel about their work experience and how they are treated in the business (Popaitoon and Siengthai 2014). This has much to do about emotions, which are inextricably linked to a company's bottom-line performance. Employee engagement has a direct influence on the performance of the company.

Past research on strong participation, empowerment, work drive, organizational commitment, and trust has naturally evolved into the notion of engagement. Employee alignment with strategy, empowering workers to engage themselves, and establishing a sense of engagement are all important variables in engagement. The Employee Engagement Center at Postgraduate Level does a great job of capturing the multi-faceted nature of employee engagement. 'Fundamental to the concept of employee engagement is the idea that all employees can contribute to the successful functioning and continual development of organizational processes,' according to the study. Employee engagement is about allowing employees to interact with their coworkers, management, and the rest of the company (Waseem et al. 2013). It's all about building a work atmosphere that encourages people to succeed.

**Employee Retention:** Employee retention includes the policies and procedures that allow employees to stay with a company for a longer length of time. Employees quit firms because they are frustrated with their supervisors or other team members, according to research. In certain circumstances, a poor income, a lack of advancement opportunities, and a lack of enthusiasm drive a person to seek other employment. Management must make every effort to keep those workers who are critical to the system and thus are known to be productive contributors. When people leave their jobs after completing their training, the company is utterly at a loss. Employee retention refers to the many steps done to ensure that a person stays with a company for the longest possible time (Guerci et al. 2015).

People must believe that their accomplishments for the company are appreciated. Employees must have a sense of belonging to stay with the firm. As firms compete for talent, many important actions must be done to address the issue of employees departing. Competitive pay, comprehensive

benefits, incentive programs, and similar activities are vital to implementing to promote employee retention. In addition, monetary incentives help to boost employee dedication and happiness.

**Job Satisfaction:** Job satisfaction is described by (Jouda et al. 2016) as “an alignment of feelings that workers had toward function they are doing at work.” Job satisfaction refers to a set of physiological, psychological, and environmental factors that encourage individuals to acknowledge whether or not they are pleased or content with their jobs and working environments. If employees are dissatisfied with their jobs as assigned by upper management, those who will not guarantee factors such as basic rights, industrial accidents, non-cooperation by work colleagues, and receiving less regard from their superintendent, as a consequence, will not be included in the decision-making procedure, likely to result in their departure from the company.

In terms of results, motivation, and work efficiency, as well as, but not least, mental health, job satisfaction plays a critical part in the lives of individuals working in businesses. The researchers discussed the societal problem, as well as incorporating it into the labor and establishing a connection to their job. Job satisfaction is a positive and pleasant state that can manifest itself in the form of job appraisal and experiences. Employee attitudes, which aid in the appraisal of topics, persons, activities, and occurrences, play a significant part in the human character (Dimba 2010), and are used to evaluate job satisfaction on the job. In today’s extremely dynamic economic climate, firms are confronted with new problems in the shape of human resource acquisition and optimization. Human resources are seen as a source of long-term competitive advantage since they are important and scarce capabilities. The success of an organization is determined by several elements, the most important of which is the performance of its employees. Human resources are critical to attaining success.

The main contributions are:

- ❖ To give a close-packed summary regarding Human Resource Management practices and the performance of the organization. The collected papers were in-between the year (2012-2023).
- ❖ In order to conduct the analysis, the data were gathered using structured survey questions, which were sent to the appropriate authorities of various organizations/firms.
- ❖ Type of analysis like PLS-SEM, descriptive analysis, confirmatory factor analysis, regression analysis, etc was utilized for identifying the consequence of HRM practices.
- ❖ Also, the structure and practices of HRM are currently facing difficulties, and this will be a turning point for future researchers.

The balance section of this paper is organized as follows: Section 2 examines the compilation of research papers. Section 3 presents the analysis of the gathered research articles, and Section 4 describes the conclusions.

## 2. LITERATURE REVIEW

A total of 34 research papers from reputable journals, including the Journal of Human Resources, Elsevier, Springer, Taylor & Francis, and others, have been compiled for this study. The documents come from the year (2012-2022). The articles are chosen based on eco-friendly human resource management techniques. Also, the literature review is undergone to analyze employee engagement, employee retention, and job satisfaction which lead to the enhancement of organization performance with the support of human resource practices.

### 2.1 HRM Practices and Organization Performance

Sridarran (2016) found different aspects of responsible Human resource management practices influence the banking industry’s efficiency in Sri Lanka’s Trincomalee District. Their study recruited 143 managers for convenience and gathered information by delivering a questionnaire with 19 questions

organized into four sustainable HRM characteristics or elements. They conducted a quantitative study to determine the influence of the aforementioned elements on the overall performance of the business. All elements, including human resource recruiting and retaining, performance appraisal, learning & support, and organizational ethic, have a favorable impact on the banking industry's organizational performance in the Trincomalee District, according to their findings.

Chowhan (2016) demonstrated the HRM practices and organizational performance linkage. Their research looked at the links between skill-building, motivation-building, and opportunity-building bundles of practices, innovation, and organizational performance, as well as the mediating influence of innovation across time at the workplace. Even after correcting for reverse causation, their findings showed that the chronological pathway from mastery activities through innovation to organizational performance is favorable and substantial. Strategic activity is investigated as well, and it is discovered to be a substantial moderator.

Anwar and Abdullah (2021) explored the influence of the management of human resources on government systems. They used a quantitative research approach to collect the required information. They chose 240 people as their sample size. Decentralization is favorably related to organizational effectiveness, according to their findings. As a result, they concluded that decentralization had a favorable impact on organizational performance.

Taamneh et al. (2018) investigated the influence of HRM strategies on Jordanian bank performance was explored. They gathered data from 230 executives working in different banks across Jordan using a questionnaire. Their research ideas were examined using structural equation models using SPSS and AMOS software. The application of HRM methods has a considerable influence on both employee organizational citizenship behavior (OCB) and bank performance, according to their statistics. Furthermore, the findings revealed that OCB mediates the association between HRM practices and organizational performance to some extent.

Otoo (2019) examined the importance of employee abilities as a mediating factor in the link between HRM practices and organizational performance. They created an integrative review model by incorporating key components from previous studies. They gathered the necessary information from 600 workers of the chosen hotels via a questionnaire. They used structural equation modeling to assess the models and hypotheses. Their findings revealed that various HRM approaches have an impact on organizational performance by influencing employee skills. Employee competencies, according to their research, influence the link between HRM practices and corporate success.

Garengo et al., (2022) "human resources" refers to the group of workers directly under the authority of the business; "human resource management" refers to the process or processes aimed at maximizing employee performance in order to meet the strategic goals of the employer.

Ali et al., (2022) suggested the administration of educational institutions, especially those in higher education, depends on effective human resource management. An organization must have efficient human resources procedures if it is to succeed and grow.

## 2.2 Recruitment and Selection

Sunday et al. (2015) demonstrated the effect of recruiting and selection on the success of an organization. They gathered the necessary data from Access personnel to conduct the analysis. The data was gathered via a questionnaire. Their findings revealed that public job postings, the use of employment agents, and employee referrals are the most common methods for recruiting potential employees. It was also discovered that the method used in the process of recruitment and selection was very effective and also assisted the performance of its employees.

Hamza et al. (2021) explored the HR department's major role and the recruitment procedure. To examine this study, the researchers employed a quantitative technique. They created a questionnaire and disseminated it to telecommunication companies in Erbil, Kurdistan. Their goal is to figure out how firms attract and choose employees, as well as the strategies that go into the process. They carried out a study of telecom companies. They analyzed the data using a statistical analysis program.

Promotion at Telecom Companies in Erbil, Kurdistan, does not discriminate based on candidates' race or gender, according to the researchers.

Fathmath et al. (2021) examined the efficacy of current recruiting and selection procedures, as well as their implications for overall organizational success. In their study, they employed a stratified probability sample approach and respondents from the civil service sector. They gathered data from Maldives civil workers to conduct the analysis. According to their findings, the process of recruitment and selection has a considerable favorable impact on organizational performance.

Manneh and Adesopo (2022) assessed the impact of hiring and selection practices on employee performance. They gathered information from 272 employees. The STATA Statistical Package was used to analyze the data. According to their findings, the association between employee performance and recruiting techniques is negative and not statistically significant, whereas the connection between selection techniques and job performance is positive.

Yadav and Singh (2021) investigated the effectiveness of IT businesses' recruiting and selection processes. The effectiveness of recruiting, the recruitment and selection procedure, organizational commitment, and recruiters' attitude are all independent factors in their study. They gathered data from 145 people and ran regression analysis and correlation analysis on it. Their research discovered a link between the independent factors of organizational growth.

Chowdhury et al., (2023) proposed a thorough and impartial understanding of the organizational resources necessary to develop AI capability in HRM by conducting a systematic review of the multidisciplinary literature from the fields of international business, information management, operations management, general management, and human resource management.

### 2.3 Training and Development

Manzoor et al. (2019) examined the impact of responsible HRM practices on work performance, as well as training as a moderating factor for assessing the relationship between HRM practices and employee job performance. Their research aimed to determine the impact of employee empowerment, involvement, and selection on work performance in Pakistan's publicly owned institutions. To achieve the goal, they gathered the necessary data and conducted the analysis. Employee work performance is significantly influenced by HRM strategies such as recruitment, engagement, and employee empowerment, according to the study's findings.

Engetou (2017) explored the HRM techniques such as human resource planning, training, and development, and their influence on the organizational performance of Iraqi oil businesses. They polled 100 Ministry of Oil employees. They performed meta-statistics analysis and correlation analysis of the data they obtained. Human resource management, training, and development planning are all linked to organizational success at the Ministry of Oil, according to their findings.

Al-Frijawy et al. (2019) the effect of HRM practices on the organizational performance of Iraqi oil firms, including planning, training, and development of human resources. 100 members of the Ministry of Oil were polled. They conducted association analysis and meta-statistics using the data that was gathered. The Ministry of Oil's organizational success was found to be closely correlated with human resource management, training, and development organizing, according to their findings.

Abdulrahman (2018) determined the link between learning and development and bank performance, as well as a comparison of the two. Although the researcher issued 250 surveys, only 209 were returned by employees. Through measuring and evaluating staff training and development at banks, the researcher employed a quantitative research approach to investigate the most important component that affects bank performance. In Erbil, the influence of staff training on bank performance is larger than the effect of employee development on bank performance, according to their findings from multiple regression analysis.

Slavić and Berber (2019) explored the connections between several components of training and development and organizational performance. The study methodology is based on data collected during the Cranet 2015/16 worldwide HR practices survey. They employed descriptive statistics,

Spearman's correlation analysis, and multilevel regression analysis to investigate training and development approaches. According to their findings, firms with more established TD activities had superior productivity and quality of service.

## 2.4 Compensation and Benefits

Patiar and Wang (2020) investigated the importance of remuneration and perks in the link between the style of leadership and hotel performance at the department level. They gathered the necessary information from hotel staff and conducted the necessary analysis to achieve their goal. Managers' perceived salary and benefits moderated the influence of both transactional and transformational leadership on departmental financial, non-financial, and long-term performance.

Zeb et al. (2018) explored the effects of compensation and benefits, as well as employee participation on employee outcomes. The study's major goal is to look at the impact of salary and benefits, as well as employee involvement, on employee outcomes. They conducted quantitative research and gathered data from 272 people. They utilized SPSS software to analyze the collected information. For assessment, analysis called descriptive statistical analysis, correlation analysis, and regression analysis were performed. Their findings revealed that remuneration and benefits, as well as employee participation, were all favorably related to employee outcomes.

Sudiardhita et al. (2018) determined the employee performance and the impact of variable remuneration, work motivation, and job satisfaction. They gathered the necessary data from 346 respondents and ran a route analysis. Remuneration has a positive and significant impact on work motivation, remuneration has a positive significant effect on employee satisfaction, work engagement has a positive significant effect on employee satisfaction, compensation has a favorable impact on employee performance, motivation has a significantly positive impact on employee performance, and work engagement has a In Hamzat et al. (2018) analyzed the HRM strategies, particularly remuneration, and benefits, that influence both individual and organizational performance. The data were analyzed using the Pearson Correlation technique. According to the findings, there is a statistically significant positive association between remuneration and employee and organizational performance.

Siddiqi and Tangem (2018) explored the impacts of work environment, remuneration, and motivation on employee performance. In the initial step of their research, they created a structured questionnaire utilizing the Likert 5 scale and administered it to 150 people. The acquired data was then subjected to structural equation modeling in the second step. According to their findings, all of the elements have a considerable influence on employee performance.

## 2.5 Performance Appraisal

Sabiu et al. (2019) established a link between performance assessment and organizational success. They used a partial least squares route modeling technique to undertake a cross-sectional mediation analysis. Their findings revealed that performance assessment was connected to organizational performance in a good and substantial way.

Kivipõld et al. (2020) demonstrated the influence of a performance appraisal process on the effectiveness of an organization. They collected data and performed proper analysis using a structured questionnaire and discovered that the performance assessment system had an impact on academic staff's perceptions of fair treatment and organizational external effectiveness.

Iqbal et al. (2019) examined the connections between the goals of performance appraisal (PA) and the organization's immediate consequences. They created a survey and received replies from 563 employees in Pakistan's telecoms sector. Individual-focused performance assessment supports the employee viewpoint better, according to the results from the structural equation modeling study. These findings suggested that including job descriptions and strategic goals in the performance assessment system would make it more effective and practicable.

Setiawati and Ariani (2020) discussed the impact of fairness in performance appraisals on work satisfaction. Their goal was to see how fairness in performance appraisals and work happiness via

commitment affected job performance. They conducted a quantitative research study and gathered data from 182 employees. T-tests, F-tests, multiple regression, and stepwise regression were used to analyse the data. The outcomes revealed that performance assessment fairness and work satisfaction had a partial and simultaneous positive and substantial impact on job performance.

Krishnan et al. (2018) investigated the link between workers' perceptions of fairness in performance evaluations and their loyalty to the company. A pilot study was carried out to determine the instrument's and research's applicability. Simple random sampling was utilized in their study as a probability sampling strategy. Only 108 of the 155 questionnaires given to non-executive staff in Malaysia's oil and gas business were completed and acceptable for their research. They discovered that performance assessment interactional fairness was a strong predictor of workers' organizational commitment behaviors. As a result, management consequences and future research prospects are presented.

## **2.6 Employee Engagement**

Kerdpitak and Jermsittiparsert (2020) examined the impact of HRM techniques namely the training of the employee, methods of learning, and personnel assortment on competitive advantage, as well as the moderating function of worker engagement in Thai pharmaceutical firms. The core data was collected through a questionnaire from HR managers at Thai pharmaceutical enterprises. The findings revealed a favorable relationship between HRM activities namely training of the employee, approaches of learning, and worker section and competitive edge.

Aktar and Pangil (2018) examined the interlinking role of organizational commitment in the interaction between HRM strategies and employee engagement. The poll comprised 383 workers from Bangladesh's 30 private commercial banks. They used structural equation modeling to analyze the data. Employee engagement is significantly predicted by HRM practices such as career progression, employee participation, job stability, performance feedback, incentives and recognition, and training and development, according to their research.

Othman and Mahmood (2019) investigated the link between employee satisfaction and individual job performance. They collected data using a questionnaire and tested hypotheses using IBM SPSS software. According to their findings, high prospective employee involvement has a favorable and significant impact on individual job performance.

Alzyoud (2018) investigated the HRM method's impact on employee engagement. Employee communication, growth, awards, and recognitions were chosen as independent variables. They gathered information from the appropriate authorities. A questionnaire was used to gather data, which was then analyzed using the Statistical Package of Social Science (SPSS) edition 23. They discovered a substantial association between the two independent factors and the dependent variable throughout the statistical analysis.

Johansen and Sowa (2019) explored HRM practice has a significant impact on the success of a business. Work engagement has a beneficial impact on management and stakeholder views of organizational success, according to the researchers, who gathered data and conducted the proper analysis.

## **2.7 Employee Retention**

Nyaema and Wambua (2019) established the impact of strategic HRM techniques on employee retention in Nairobi County, Kenya's commercial banks. Semi-structured questionnaires were used to obtain data. According to the findings, banks recruit the best people but fail to keep them owing to a bad compensation structure and an ineffective job design, with the majority of employees dissatisfied with their jobs and some unsure of their responsibilities.

Kakar et al. (2015) explored the links between HRM practices (pay, talent acquisition, training & development) and staff retention in Pakistan's public healthcare industry. Data was collected using a standardized questionnaire completed by 273 medical practitioners from various public health centers

in Punjab, Pakistan. The study's findings revealed that HRM methods (pay, recruiting, and selection) had a statistically significant impact on employee retention.

Papa et al. (2018) explored the mitigating impacts of management of human resources, on the abovementioned connection, and the consequences of acquiring knowledge on innovativeness. A total of 129 companies from a variety of industries were employed to collect data using a standardized questionnaire to evaluate the hypotheses using OLS regression models. The results show that knowledge acquisition has a positive impact on the effectiveness of innovation and that HRM moderates the relationship between knowledge acquisition and creativity.

Bibi et al. (2018) explored the link between human resource management strategies and employee retention. They gathered the necessary data from employees in the organization and conducted an adequate analysis, with the findings revealing that HRM practices have a favorable influence on employee retention.

Chukwuka and Nwakoby (2018) investigated Human Resource Practices' effects on Employee retention and motivation in the Nigerian Insurance Sector. They gathered information from the appropriate authorities and analyzed it. Their research revealed that HRM methods had a minor and negligible impact on employee retention in the Nigerian insurance industry.

## 2.8 Job Satisfaction

Ling et al. (2018) demonstrated HRM policies and procedures that contribute to increased work satisfaction. The collected data's are independent-sample t, and Pearson's correlation after a survey was done. Their findings indicated that work satisfaction is better when HRM techniques and job incentives are used.

Mira et al. (2019) investigated that learning and development, reward, work analysis, social support, recruiting and selection, employee connection and empowerment, and employee happiness have a part in employee performance. Their research looked at the data of 367 Saudi port authority workers and discovered a link between HRM practices and employee performance.

Cherif (2020) investigated employee job satisfaction and the function of human resources planning. In their study, they used quantitative survey research. They looked at the management of human resources and job satisfaction as independent factors, with organizational commitment as the dependent variable. Human resource management was found to be favorably connected with worker job satisfaction and organizational commitment.

Alsafadi and Altahtat (2021) investigated HRM methods and their effect on the performance of workers. They used structural equation modeling methods, descriptive analysis, and confirmatory component analysis to examine the data from 480 distributed questionnaires among Jordanian commercial bank employees (CFA). Their results indicated that HRMP had a positive impact on EP, as well as work satisfaction and its parts. Bastida et al. (2018) established a scale for assessing HRM practices in non-profit organizations. A principle components factor analysis (EFA) was used. The sample studied consisted of 62 firms with a total of 2,030 employees.

The context definition in the existing works was shown in Table 1. Some of the positive and negative effects of HRM on performance observed in the existing kinds of literature were described below: Practices of human resource management and organizational effectiveness

Finding employees who will perform better at work is one of the organization's challenging jobs. Another enormous difficulty is an absence of passion and reluctance of employees to job on a crucial assignment. The data's are collected from particular area and it have some limitations in the sample size. HRM procedures are designed to increase workers' aptitude, commitment, and effort in order to boost organizational success. HRM methods have an impact on immaterial happiness, and this is good for company performance.

Table 1. Context definition

Citation	Context	Definition
Sridarran (2016), Otoo (2019)	HRM practices	HRM may be described as the rules and procedures that are necessary to carry out the tasks of the human resource department in a company, such as hiring, training, process improvement, pay management, and fostering employee participation in decision-making.
Sunday et al. (2015), Yadav and Singh (2021)	Recruitment & Selection	The process of discovering applicants for a vacant post and pushing them to apply is known as recruitment. The term “selection” refers to the process of choosing the right candidate from a pool of candidates and extending an offer of employment to them. Recruitment is a good procedure aimed at recruiting a growing number of job applicants.
Manzoor et al. (2019), Slavić and Berber (2019)	Training & Development	Training and development efforts are instructional activities inside an organization aimed at improving an individual’s or a group’s work performance. These programs usually entail improving a laborer’s knowledge and competencies as well as increasing motivation to improve job performance.
Patiar and Wang (2020), Siddiqi and Tangem (2018)	Compensation & Benefit	People’s direct remuneration, or salary, is covered under compensation. Employee perks include indirect remuneration, such as medical insurance and stock options, as well as state welfare such as parental leave.
Sabiu et al. (2019), Krishnan et al. (2018)	Performance Appraisal	A performance evaluation is a procedure that evaluates and documents how successfully a person performs his/her work. It is a component of a business’s performance management system. Performance assessments are based on an employee’s progress toward goals set with his or her boss once a year.
Kerdpitak and Jermittiparsert (2020), Johansen and Sowa (2019)	Employee Engagement	Employee engagement refers to how enthusiastic and committed a person is to their work. Given its ties to work satisfaction and staff morale, work engagement may be important to a company’s success. Workers that are engaged are more efficient and perform much better.
Nyaema and Wambua (2019), Chukwuka and Nwakoby (2018)	Employee Retention	By creating a great workplace, expressing gratitude to staff, offering competitive wages and benefits, and promoting good work-life balance businesses can retain employees; keep competent workers, and lower turnover.
Ling et al. (2018), Bastida et al. (2018)	Job Satisfaction	Worker job satisfaction is described as how happy they are with their jobs. This includes happiness with team members/managers, contentment with organizational rules, and the influence of their employment on employees’ personal life, in addition to their daily responsibilities.

## 2.9 HRM Practice on Performance: Positive Effects

1. **Recruiting and Managing:** The HR department’s most critical responsibility is human resource planning. HR managers design recruiting policies to ensure that their company hires the best employees. They write Job Descriptions based on the requirements of the company’s roles. Following the hiring process, preparations are made for the employee’s induction, as well as training and development plans.
2. **Key Performance Indicators:** Human resources are in charge of keeping employees engaged at work. They begin by outlining each person’s role. They give a useful feedback system that allows employees to improve their skills. This allows them to better link the organization’s aims with their aspirations. Performance management aids in the recognition and reward of employees’ efforts.
3. **Creating a corporate culture and values:** An individual’s performance is influenced by the environment or attitude that prevails in a company. The organization is responsible for creating a positive working environment. A safe and clean work environment aids in the development of an employee’s abilities and increases job satisfaction.

4. Resolving Conflict Within the Institution: Because of their opposing viewpoints, the conflict between employers and employees always wins. Conflict cannot be avoided, but it may be handled and decreased. The most important aspect of dispute resolution is to respond quickly.
5. Strong internal relations: To a large part, maintaining good internal relations is in HR's control. They are in charge of organizing seminars and conferences on behalf of a company. Outlining business and marketing plans for the organization is additional progress made by the HR department to assist. As a result, the corporation should place a higher priority on establishing a robust and productive Human Resource Department.

#### 2.10 HRM Practice on Performance: Negative Effects

1. Newly formed department: Management Of Human resources is a newly formed department. People attempt to define the phrase in various ways based on their understanding. Some consider it to be a novel issue in personnel management. Some businesses aren't sure what HRM is, thus they can't tell the difference between HRM and the personnel department. These actions may not provide the expected outcomes. The company's true demand is a fundamental shift in attitudes, processes, and management concepts. Renaming the workforce may not assist to achieve results unless there is a shift at the highest managerial level. With time, we arrive at a good development strategy.
2. A lack of top management commitment: HRM can only be carried out successfully with top-level management assistance. When it comes to HRM, having a positive attitude at the top might help you achieve good outcomes. This task is taken over by people management staff due to a lackadaisical attitude at the managerial level. Nothing exceptional will occur until senior management's procedures and attitude are altered.
3. Incorrect Actualization: HRM can only be implemented by calculating employee training and development requirements. When developing human resource strategies, it is important to consider the interests, desires, and requirements of employees. The HRM implementation is measured by the training programs that are arranged in the firm. In many organizations, management's productivity and effectiveness strategy has gone unchallenged.
4. Inadequate Development Programs: Human resource management necessitates the execution of programs including career guidance, on-the-job training, development opportunities, management by objectives, counseling, and so on. To develop employees as individuals, the business must build a learning environment. In reality, HRM programs are limited to lecture halls, and this strategy is unlikely to provide positive outcomes.
5. Inadequate Information: Many businesses might not have all of the information they need from their employees. This system will be challenging to establish due to a lack of appropriate information and a database. The final result, a database of personnel is required for the management of human resources to retrieve information quickly. It aids management in the event of an emergency.

### 3. RESEARCH METHODOLOGY

#### 3.1 Process of Selection

The phrases used to find the appropriate studies papers released between the years of 2012 and 2022 are human resource management techniques, hiring and choosing, instruction and development, salary and benefits, evaluation of efficiency, employee engagement, employee retention, and job satisfaction. The chosen research articles are filtered according to the publication year and goal using specific restrictions. The goal was to illustrate how HRM practices can lead to enduring organizational performance. 40 study papers were ultimately chosen as the focus of this investigation.

### 3.2 Content Analysis

Additional analysis and categorization of the content of the 40 studies that were chosen was done based on the factors used, the evaluation that was done, and the hypotheses that were put forth.

### 3.3 The Framework of the Concept Analysis

Figure 1 denotes the model of human resource management practices and the performance of an organization. In this model, HRM activities like as hiring and firing, training and growth, pay and benefits, and performance evaluation were explored, as well as how these practices affect employee engagement, retention, and satisfaction with work.

### 3.4. Objective of Review

The objectives are as follows:

1. A short introduction to human resource management is presented here to highlight related ideas.
2. This study aims to look into and learn more about the important behaviors of Human Resource Management toward sustainable organizational performance.
3. The article identifies current study gaps in HRM practices.
4. The research paper offers a prognosis for potential effects in the future.

### 3.5 Chronological Review

A total of 40 study papers were collected in this investigation, and they were each examined from a variety of angles. We selected research articles from the years 2015 to 2022. To have a thorough understanding of HRM practises, great attention is paid to the research articles that have recently been published (i.e. 2018-2021). Figure 1 shows a timeline of the study articles that have been gathered. From the years 2018 to 2022, 34 research papers are collected. In addition, between the years, 2015 and 2016, 2 research papers were collected. From the year 2018, the majority of 14 papers have been collected. Figure 2 explores the chronological review of papers.

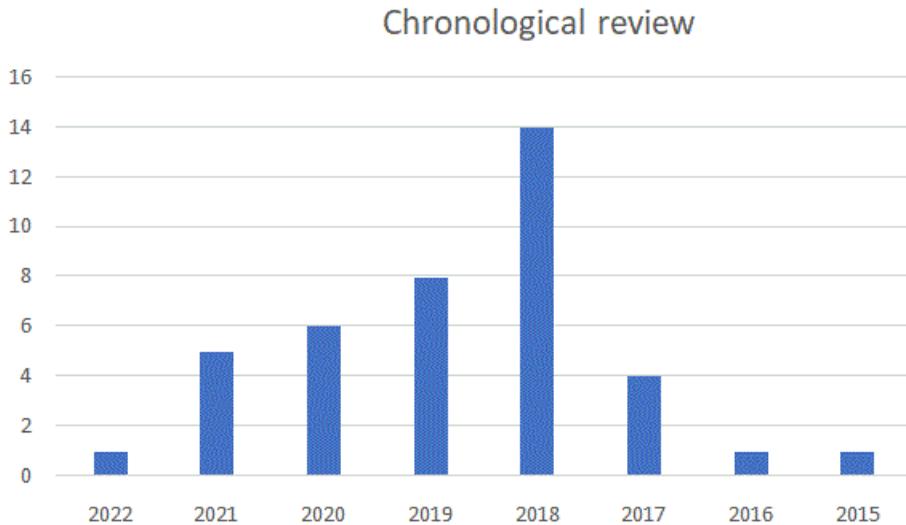
### 3.6 Data Collection Source Analysis

During this stage, assessments are performed to understand how the data for the analysis were obtained. Organized questionnaires were distributed, as well as in interviews with senior executives, HR managers, operational managers, chief executive officers, and employees of an organization, manufactures, and other industries were done to gather data for the study report. As shown in Table 2, 30 research studies prepared structured questionnaires and gathered data. Six studies used an online survey to get their results. Also, to gather the necessary data from the respondents, two study

Figure 1. Framework of concept analysis



Figure 2. Chronological review



articles use the panel data model and another two main research articles perform in-depth questions. From Table 2 we can find that most of the research papers collected the data by preparing survey questions. (Manneh and Adesopo 2022; Engetou 2017) data was collected by performing in-depth interviews with employees working in an organization. In (Slavić and Berber 2019; Setiawati and Ariani 2020) research papers the data collected by the panel data model where the panel data model provides information about the performance of the organization.

### 3.7 Research on Collecting Data Respondents

A total of 55 publications from various authors, each of whom had specialized knowledge in a different topic, were gathered for this analysis. Many of the researchers acquired the required data from consumers of sustainable products. Higher-ups in the businesses, experts, and professions were also included as samples. As seen in Table 3, the respondents actively contributed to data collecting.

### 3.8 Analysis of Statistical Tools

The collection's published studies primarily use PLS-SEM analyses. Alpha Cronbach's coefficient, multiple linear regression analysis, describing the factors', reliability, robust test, convergent and discriminant validity, hierarchical linear modeling, and 13 research articles utilizing PLS-SEM to evaluate, and 11 research papers employing estimating approaches, all of these techniques are used to examine the information taken. Table 4 illustrates such numbers.

### 3.9 Analysis of Variables

These elements served as the basis for study and the formulation of a hypothesis. The element influencing the other factor is recognized as the predictor variables. The mediator variable serves as a bridge between the two parts, whereas the dependent variable is the one that is impacted by the other. Table 5 includes list of factors.

### 3.10 Analysis of T-Value and P-Value

The p-value is used to find out the significance level and it will measure the impact between the variables. The t-value is used to find out the difference between the variables. The p-value is the

Table 2. Data collection source

Author [Citation]	Source of Data Collection
Sridarran (2016)	survey questionnaire
Chowhan (2016)	survey questionnaire
Anwar and Abdullah (2021)	survey questionnaire
Taamneh et al. (2018)	survey questionnaire
Otoo (2019)	survey questionnaire
Sunday et al. (2015)	survey questionnaire
Hamza et al. (2021)	questionnaire-based survey
Fathmath et al. (2021)	Online survey
Manneh and Adesopo (2022)	In-depth interview
Yadav and Singh (2021)	Questionnaire
Manzoor et al. (2019)	Existing survey questions
Engetou (2017)	In-depth interview
Al-Frijawy et al. (2019)	questionnaires
Abdulrahman (2018)	survey questionnaire
Slavić and Berber (2019)	Panel data model
Patiar and Wang (2020)	in-depth interviews
Zeb et al. (2018)	survey questionnaire
Sudiardhita et al. (2018)	structured questionnaire
Hamzat et al. (2018)	survey questionnaire
Siddiqi and Tangem (2018)	questionnaire
Sabiu et al. (2019)	survey questionnaire
Kivipõld et al. (2020)	structured questionnaire
Iqbal et al. (2019)	survey questionnaire
Setiawati and Ariani (2020)	Panel data model
Krishnan et al. (2018)	Closed-ended questionnaire
Kerdpitak and Jermstipparsert (2020)	questionnaires
Aktar and Pangil (2018)	questionnaires
Othman and Mahmood (2019)	questionnaire
Alzyoud (2018)	online survey
Johansen and Sowa (2019)	questionnaire
Nyaema and Wambua (2019)	online survey
Kakar et al. (2015)	online survey
Papa et al. (2018)	questionnaire-based survey
Bibi et al. (2018)	questionnaire
Chukwuka and Nwakoby (2018)	questionnaire
Ling et al. (2018)	online survey
Mira et al. (2019)	online survey
Cherif (2020)	questionnaire-based survey
Alsafadi and Altahat (2021)	questionnaire-based survey
Bastida et al. (2018)	survey questionnaire

Table 3. Data collection respondents

Author [Citation]	Respondents of Data Collection
Sridarran (2016)	143 managerial staff
Chowhan (2016)	354 employees
Anwar and Abdullah (2021)	240 employees working in the Ministry of Regional Municipalities and Water Resources in the Kurdistan region of Iraq
Taamneh et al. (2018)	230 managers working in various banks across Jordan
Otoo (2019)	600 employees of the selected hotels
Sunday et al. (2015)	20 respondents from staff of Access Bank, Odogunyan branch
Hamza et al. (2021)	220 employees working in Telecommunication Companies at Erbil-Kurdistan
Fathmath et al. (2021)	418 respondents of Maldivian Civil Servants
Manneh and Adesopo (2022)	272 staff members on Officers Cadre
Yadav and Singh (2021)	145 employees
Manzoor et al. (2019)	130 sample participants
Engetou (2017)	290 respondents
Al-Frijawy et al. (2019)	100 staff from the ministry of oil
Abdulrahman (2018)	250 employees from banks
Slavić and Berber (2019)	Cranet 2015/16 international survey
Patiar and Wang (2020)	116 staff from the food industry
Zeb et al. (2018)	272 employees
Sudiardhita et al. (2018)	24 branch offices in the working area of the Regional Office (272 employees)
Hamzat et al. (2018)	financial report from the year 2002 to 2012
Siddiqi and Tangem (2018)	150 respondents from the Bangladesh insurance company
Sabiu et al. (2019)	181 Nigerian public sector agencies
Kivipõld et al. (2020)	72 employees
Iqbal et al. (2019)	563 employees from the telecommunications sector of Pakistan
Setiawati and Ariani (2020)	187 employees working in a hospital
Krishnan et al. (2018)	108 employees in Malaysia's oil and gas industry
Kerdpitak and Jermittiparsert (2020)	120 employees
Aktar and Pangil (2018)	m 30 private commercial banks in Bangladesh.
Othman and Mahmood (2019)	52 employees in Malaysia
Alzyoud (2018)	151 staff from themanufacturing
Johansen and Sowa (2019)	2011 study of non-profit hospitals
Nyaema and Wambua (2019)	336 employees working in the central bank of Kenya
Kakar et al. (2015)	273 medical doctors
Papa et al. (2018)	129 operating firms
Bibi et al. (2018)	100 employees
Chukwuka and Nwakoby (2018)	250 managers
Ling et al. (2018)	290 employees
Mira et al. (2019)	367 Saudi port authority employees
Cherif (2020)	110 employees
Alsafadi and Altahat (2021)	480 commercial bank workers
Bastida et al. (2018)	2030 employees of a non-profit organization

**Table 4. Statistical tool analysis**

<b>Author [Citation]</b>	<b>Statistical Tools</b>
Sridarran (2016)	Cronbach's alpha
Chowhan (2016)	Path analysis
Anwar and Abdullah (2021)	Reliability, correlation, and regression
Taamneh et al. (2018)	a measurement model and structural model
Otoo (2019)	SEM
Sunday et al. (2015)	SEM and confirmatory factor analysis
Hamza et al. (2021)	Chi-square analysis
Fathmath et al. (2021)	Descriptive statistics
Manneh and Adesopo (2022)	Correlation and regression
Yadav and Singh (2021)	Descriptive statistics
Manzoor et al. (2019)	SEM
Engetou (2017)	Descriptive, correlation, and regression
Al-Frijawy et al. (2019)	meta-statistics and correlation analysis
Abdulrahman (2018)	Reliability, correlation, and regression
Slavić and Berber (2019)	Descriptive statistics, Spearman's correlation, and hierarchical multiple regression
Patiar and Wang (2020)	Factor analysis
Zeb et al. (2018)	descriptive statistical analysis, correlation, and regression
Sudiardhita et al. (2018)	Path analysis
Hamzat et al. (2018)	Pearson's correlation
Siddiqi and Tangem (2018)	CFA, SEM, and descriptive statistics
Sabiu et al. (2019)	PLS-SEM
Kivipõld et al. (2020)	SEM
Iqbal et al. (2019)	SEM
Setiawati and Ariani (2020)	t-test, F-test, multiple linear regression, and path analysis
Krishnan et al. (2018)	reliability, frequency, correlations, and multiple regressions
Kerdpitak and Jermittiparsert (2020)	Regression
Aktar and Pangil (2018)	SEM
Othman and Mahmood (2019)	PLS-SEM
Alzyoud (2018)	Statistical analysis
Johansen and Sowa (2019)	Correlation and regression
Nyaema and Wambua (2019)	Descriptive and inferential statistics
Kakar et al. (2015)	Cluster sampling technique
Papa et al. (2018)	Regression analysis
Bibi et al. (2018)	SEM
Chukwuka and Nwakoby (2018)	Meta-analysis approach
Ling et al. (2018)	PLS-SEM, independent samples t-test, and Pearson's correlation
Mira et al. (2019)	SEM analysis
Cherif (2020)	Regression
Alsafadi and Altahat (2021)	SEM, path analysis, and confirmatory factor analysis (CFA)
Bastida et al. (2018)	SEM

Table 5. Variable analysis

Author [Citation]	Independent Variable	Dependent Variable
Sridarran (2016)	Corporate ethics, performance management, training and development, and recruiting and keeping workers	Organizational performance
Chowhan (2016)	Combination of behaviours that improve skills, ambition, and opportunities, creativity	Organizational performance
Anwar and Abdullah (2021)	Training, Incentives, Selective Hiring, and Job Security	Organizational performance
Taamneh et al. (2018)	HRM practices	Organization citizenship behavior, bank performance
Otoo (2019)	HRM practices	Employee competency
Sunday et al. (2015)	Recruitment and selection	organizational performance, enhance competent staff
Hamza et al. (2021)	candidates' race and gender	Performance enhancement
Fathmath et al. (2021)	Recruitment and selection	Organizational performance
Manneh and Adesopo (2022)	Recruitment and selection	Organizational performance
Yadav and Singh (2021)	Recruitment and selection	Organizational development
Manzoor et al. (2019)	Employee training and development	Organization performance, productivity, and quality service
Engetou (2017)	Training and development	Organizational performance
Al-Frijawy et al. (2019)	Training and development	Organizational performance
Abdulrahman (2018)	Training and development	Bank performance
Slavić and Berber (2019)	importance, effectiveness, extensiveness, usage of techniques, and institutional effect	Organizational performance
Patiar and Wang (2020)	Leadership style and compensation	Institutional performance
Zeb et al. (2018)	Compensation and benefits	Employee outcome and involvement
Sudiardhita et al. (2018)	Compensation, work motivation	Job satisfaction, employee performance
Hamzat et al. (2018)	Compensation	Employee and organizational performance
Siddiqi and Tangem (2018)	Motivation, compensation, and work environment	Employee performance
Sabiu et al. (2019)	Ethical climate and performance appraisal	Organizational performance
Kivipõld et al. (2020)	Performance appraisal, and distributive justice	Employee perception and organizational performance
Iqbal et al. (2019)	Performance appraisal system	Organizational performance
Setiawati and Ariani (2020)	Performance appraisal	Employee commitment and organizational performance
Krishnan et al. (2018)	performance appraisal (procedural justice, distributive justice, and interactional justice) and employee commitment	Employees' perceived fairness
Kerdpitak and Jermstittiparsert (2020)	practices of human resource management	Employees training, learning practices, and employee selection
Aktar and Pangil (2018)	career advancement, employee participation, job security, performance feedback, rewards, and recognition, training, and development	Employee engagement

continued on following page

Table 5. Continued

Author [Citation]	Independent Variable	Dependent Variable
Othman and Mahmood (2019)	HRM practices and work environment	Employee engagement
Alzyoud (2018)	Employee communication, employee development, rewards, and recognition	Employee engagement
Johansen and Sowa (2019)	HRM practices	Employee engagement and performance
Nyaema and Wambua (2019)	Poor reward structure, irrelevant job design	Employee retention
Kakar et al. (2015)	Compensation, recruitment and selection, and training and development	Employee retention
Papa et al. (2018)	Knowledge acquisition and HRM practices	Employee retention
Bibi et al. (2018)	HRM practices and work environment	Employee retention
Chukwuka and Nwakoby (2018)	HRM practices	Employee performance and employee retention
Ling et al. (2018)	HRM practices and job rewards	Job satisfaction and employee performance
Mira et al. (2019)	Empowering employees through education and growth, rewards, work analytics, support networks, recruiting, and choice	Job satisfaction and employee performance
Cherif (2020)	HRM practices	Job satisfaction and organizational commitment
Alsafadi and Altahat (2021)	HRM practices and employee engagement	job satisfaction (enrichment and stability)
Bastida et al. (2018)	physiological requirements, opportunities for active learning and growth, social interactions and leadership, and the degree of coherence	Job satisfaction

probability that each test will provide a t-value with an absolute value at least as high as the one we saw in the dataset, if the null hypothesis is true. The t-value is a metric for comparing population mean differences. Table 6 presents the t-value and p-value analyses.

### 3.11 Analysis of Reliability and Validity

The consistency and accuracy of the measurement are, respectively, its reliability and validity. Table 7 presents the reliability and validity analyses. When the AVEs' square root values exceed the relevant correlation coefficients between the constructs, discriminate validity is present. The Cronbach alpha is reliably valid between the ranges of 0.5-0.8. The outcomes of green human resource management

Table 6. t-value and p-value analysis

Citation	t-Value	p-Value
Ulrich (1997)	7.691	$p < 0.001$
Schuler (1986)	2.896	$p < 0.05$
Levashina and Campion (2009)	1.087	$P < 0.277$
Rosenzweig and Nohria (1994)	$t > 0.60$	$p < 0.001$
Delaney and Huselid (1996)	$t > 0.62$	$P < 0.001$

techniques, include sustainable performance, corporate social responsibility (CSR), organization citizenship behavior toward the environment (OCBE), and green training and performance assessment (economic, social, and environmental). All of the constructs have first-order factor loadings of more than 0.7, composite reliability (CR) > 0.70, average validity (AVE) > 0.50, and Cronbach's alpha > 0.70.

### 3.12 Hypothesis Analysis

Thought of as an organization's most significant asset, human resources are only fully realized by a select few businesses. Workers behavior, attitude, and performance are influenced by a collection of policies, practices, and systems known as human resource management (HRM). The administration of human resources must receive specific attention in every company. Many HRM strategies can help businesses improve and keep up with their achievements. Numerous studies have emphasized how better HRM practices can lead to increased customer satisfaction, increased customer loyalty, increased staff commitment, increased employee satisfaction, better worker quality of life, and increased employee commitment. Therefore, there is an urgent need to put into practice efficient.

Three categories of current HRM approaches have been identified through research. Strategic HRM practices are more effective for the corporation that follows proper HR procedures both internally and externally than they are for the company that does not. A non-prescriptive category called descriptive users connections or outlines specific features of HRM processes and results. According to the normative group, it is up to the organization to enforce stringent HRM standards. The researchers who put up a theory regarding this idea are given in Table 8 below.

## 4. FINDINGS, LIMITATIONS, AND CONCLUSION OF EXISTING LITERATURE

### 4.1 Findings and Limitations

There does not appear to be a single best-practice HRM method that utilizes by all firms. HRM best practices vary from organization to company. Because each firm functions in a unique setting, tactics that work well for one organization may not work well for another. In truth, effective HRM practices are more of a strategy for organizational management than a set of precise actions. As a result, each company must develop its set of HRM practices that are specific to the company.

HRM practices are frequently implemented in an integrative way and must be matched with organizational strategy to achieve the organization's goal goals. These practices are essential for ensuring employee commitment and productivity, as well as a good quality of life at the workplace. The HRM processes of the organization are meant to ensure that employees are happy, competent, and efficient so that they may contribute significantly to the organization's growth. The basic underpinning principle often referred to as social exchange theory, claims that HRM practices aid in the development of viable exchange linkages between the organization and its employees based

Table 7. Analysis of reliability and validity

Citation	Cronbach Alpha	CR	AVE
Aycan et al. (2000)	0.894	0.915	0.410
Schuler and MacMillan (1984)	0.884	0.918	0.662
Ahmad and Schroeder (2003)	0.873	0.880	0.664
Albrecht <i>et al.</i> (2015)	0.697	0.905	0.64
Love and Singh (2011)	0.698	0.912	0.697
Cho et al. (2006)	0.940	0.922	0.66

**Table 8. Hypothesis analysis**

<b>Author [Citation]</b>	<b>Hypothesis</b>
Sridarran (2016)	Recruitment & retention, performance management, training & development, and organizational ethics impact organizational performance.
Chowhan (2016)	Skill, motivation, and opportunity impact organizational performance.
Anwar and Abdullah (2021)	Training, incentives, selective hiring, and job security impact the organization's performance.
Taamneh et al. (2018)	HRM practices impact employee and organizational performance.
Otoo (2019)	HRM practices impact organizational performance through their influence on employee competencies.
Sunday et al. (2015)	Recruitment and selection impact the organizational performance and enhance getting competent staff.
Hamza et al. (2021)	The difference in candidates' race and gender in internal promotion at Telecommunication Companies.
Fathmath et al. (2021)	Recruitment and selection impact the organizational performance
Manneh and Adesopo (2022)	Recruitment and selection impact the organizational performance
Yadav and Singh (2021)	Recruitment and selection impact the organizational development
Manzoor et al. (2019)	Training impacts the job performance
Engetou (2017)	Training and development impact the performance of the organization.
Al-Frijawy et al. (2019)	Impact of training and development on organizational performance
Abdulrahman (2018)	Training and development impact the performance of the bank
Slavić and Berber (2019)	importance, effectiveness, extensiveness, usage of techniques, and institutional effect impact the organizational performance
Patiar and Wang (2020)	Leadership style and compensation provided impact the institutional performance
Zeb et al. (2018)	Compensation and benefits impact the employee's involvement and outcomes
Sudiardhita et al. (2018)	Compensation impacts job satisfaction and work motivation impacts the employee performance
Hamzat et al. (2018)	Compensation impacts the employee and organizational performance
Siddiqi and Tangem (2018)	Motivation, compensation, and work environment impact the employee performance
Sabiu et al. (2019)	Performance appraisal and ethical climate impact the performance of the organization
Kivipõld et al. (2020)	PAS design affects academic employees' perception of distributive justice and organizational external effectiveness
Iqbal et al. (2019)	Performance appraisal systems impact the organizational performance
Setiawati and Ariani (2020)	Performance appraisal impacts employee commitment and organizational performance
Krishnan et al. (2018)	Performance appraisal and employee commitment impact the employees' perceived fairness
Kerdpitak and Jemsittiparsert (2020)	Practices of human resource management impact the practices of human resource management
Aktar and Pangil (2018)	Career advancement, employee participation, job security, performance feedback, rewards, and recognition, training, and development impact the employee engagement
Othman and Mahmood (2019)	Work performance and HRM practices impact the employee engagement

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Table 8. Continued

Author [Citation]	Hypothesis
Alzyoud (2018)	Employee communication, employee development, rewards, and recognitions impact the employee engagement
Johansen and Sowa (2019)	HRM Practices impact employee engagement and performance
Nyaema and Wambua (2019)	Poor reward structure and irrelevant job design impact the employee retention
Kakar et al. (2015)	Compensation, recruitment and selection, and training and development impact the employee retention
Papa et al. (2018)	Knowledge acquisition and HRM practices impact the employee retention
Bibi et al. (2018)	HRM practices and work environment impact the employee retention
Chukwuka and Nwakoby (2018)	HRM practices and job rewards impact job satisfaction and employee performance
Ling et al. (2018)	The following factors have an impact on job satisfaction and employee performance: instruction and growth, rewards, job analysis, support networks, recruiting and selection, employee relationships, and empowerment.
Mira et al. (2019)	HRM practices impact job satisfaction and commitment
Cherif (2020)	HRM practices impact job satisfaction and organizational commitment
Alsafadi and Altahat (2021)	HRM practices and employee engagement impact job satisfaction (enrichment and stability)
Bastida et al. (2018)	Job satisfaction is affected by psychological demands, opportunities for active learning and growth, social interactions and leadership, and the level of consistency.

on mutual trust and obligations. Workers, according to this viewpoint, provide their services to the company in exchange for bonuses and other rewards. Employees' perceptions of job satisfaction are influenced by their accomplishments and work talents. The findings and implications/limitations related to Table 9 present the material that is currently available.

#### 4.2 Challenges in HRM

The following research issues highlight how the administration of human resources affects achieving sustainable organization as the major emphasis of the whole survey:

**Research Question 1:** What are the key HRM techniques that support the development of the organization's performance?

**Research Question 2:** Do workers' pro-environmental actions affect how well an organization does its job?

**Research Question 3:** Does hiring applicants, choosing candidates carefully based on their environmental impact, educating employees on environmentally friendly skills, rewarding them for their efforts, and paying them fairly all contribute to an organization's sustainable growth?

**Research Question 4:** Which technique is mostly employed to identify how the administration of human resources affects the development of sustainable organizations?

**Research Question 5:** What part does the overall organizational play in raising the group's value and sustainable development?

**Research Question 6:** Do the administration of human resources and corporate culture have a favorable effect on an organization's ability to develop sustainably?

Table 9. Results and constraints of the current research

Author [Citation]	Findings	Limitations/Implication
Sridarran (2016)	The effect of responsible human resource management methods on the organizational performance of the banking industry in Sri Lanka's Trincomalee district	Limited to explore the sustainable hr practice's impact on organizational performance
Chowhan (2016)	Understanding the link between strategy, HRM practices, innovation, and organizational performance: opening the black box	Focus on measuring the effectiveness of practices, in addition to the existence of the practices
Anwarand Abdullah (2021)	The influence of strategic HR management on organizational performance	Only from a few industries, the data were collected
Taamneh et al. (2018)	Human resource management strategies and the multidimensional character of organizational performance The role of organizational citizenship behavior as a moderator	Theoretical and practical implications
Otoo (2019)	Organizational performance and HRM practices Employee competencies have a mediating function.	Cross-sectional data which cannot be generalized across a broader range of sectors
Sunday et al. (2015)	Recruitment as well as selection's impact on organizational performance	A broader methodological approach is required
Hamza et al. (2021)	Selection and training: the impact of recruitment and selection on organizational performance	Practical limitation
Fathmath et al. (2021)	An empirical analysis of the performance of recruiting and selection methods in the maldivian civil service sector	The use of a cross-sectional research design could not allow causal inferences to be made.
Manneh and Adesopo (2022)	The influence of recruitment techniques on job performance in the gambia's public service	Theoretical and practical limitations
Yadav and Singh (2021)	An empirical study of the effects of an effective recruitment process on organizational behavior	Only a few responses were collected
Manzoor et al. (2019)	An investigation of the effects of responsible human resource management practices on work performance: using education as a moderator	Theoretical and practical limitations
Engetou (2017)	Training and development influence the performance of the organization	The language barrier, the fact that most documents were written in french
Al-Frijawy et al. (2019)	Human resource management planning, staff development, and training, and its effect on performance of the organization in the iraqi oil companies sector	Practical limitation
Abdulrahman (2018)	The impact of productivity learning and development on organizational performance: A classic example of Kurdish private banks	This research was conducted only in the banking industry
Slavić and Berber (2019)	The role of training in enhancing organizational efficiency in selected danube region countries directors' leadership, pay and reward, and department performance: evidence from australia's upscale hotels	Theoretical implication
Patiar and Wang (2020)	The impact of compensation and benefits, as well as employee involvement, on employee outcomes-evidence from PTCL	Focused only on departmental performance
Zeb et al. (2018)	The impact of remuneration, employee motivation, and job satisfaction on employee performance	Only employee involvement is considered

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Table 9. Continued

Author [Citation]	Findings	Limitations/Implication
Sudiardhita et al. (2018)	Guarantee trust bank compensation, employee performance, and organizational performance	Different tests using research demographics cannot be done
Hamzat et al. (2018)	The effect of work environment, salary, and incentive on employee performance in Bangladeshi insurance businesses	A broader methodological approach can give a more robust generalization
Siddiqi and Tangem (2018)	Ethical climate's mediating role in the connection between performance evaluation and organizational effectiveness	Theoretical limitation
Sabiu et al. (2019)	A comparison of two institutions' performance appraisal, justice, and organizational effectiveness	The use of a cross-sectional research design could not allow causal inferences to be made.
Kivipõld et al. (2020)	The impact of performance assessment fairness and work satisfaction via dedication on job performance	The study suggests that organizational effectiveness depends on the perceived justice of employees
Iqbal et al. (2019)	Employees' perceived integrity of performance principles of universal and their organizational commitment	Interviewed only in four organization
Setiawati and Ariani (2020)	The effect of strategic human resource management on competitive advantage in thailand: the mediating organization and the employee involvement	This research was conducted only in the hospital industry
Krishnan et al. (2018)	Organizational commitment has a mediating function in the link between human resource management strategies and employee engagement.	This study only involved 108 non-executive employees in the oil and gas industry
Kerdpitak and Jernsittiparsert (2020)	Human resource management practices that link employee engagement to individual job performance: insights from high potential employees	Only three practices of HRM such as employees training (ET), learning practices (LP), and employee selection (ES) were studied
Aktar and Pangil (2018)	The impact of human resource methodologies on employee job satisfaction	The cross-sectional method does not allow the researcher to establish a causal relationship among the key study variables
Othman and Mahmood (2019)	Human resources, employee satisfaction, and the success of nonprofit hospitals	Concentrate on different contexts of respondents
Alzyoud (2018)	Employee retention and strategic human resource techniques in financial institutions in Nairobi County, Kenya	Conduct additional theory-based research to determine the hr practices
Johansen and Sowa (2019)	The effect of human resource practices on employee preservation: a case study of pakistan's public healthcare industry	Weaker with the objective organizational outcome measure
Nyaema and Wambua (2019)	Employee retention and personnel management techniques play a moderating influence in improving innovation performance via knowledge acquisition.	For commercial banks to improve employee retention there is a need to improve their reward criteria to be in tandem with employee performance, skills, and qualifications.
Kakar et al. (2015)	Human resource management techniques and employee satisfaction: the mediational effect of workplace environment.	Findings depend solely on the public health sector

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Table 9. Continued

Author [Citation]	Findings	Limitations/Implication
Papa et al. (2018)	Human resource practices and Employee Retention in the Nigerian insurance industry.	Data were gathered only from top managers of the firms involved in the research
Bibi et al. (2018)	Human resource management methods to increase the work satisfaction of project managers	Time limitations and financial constraints.
Chukwuka and Nwakoby (2018)	The impact of human resource management methods and job satisfaction on work performance	The other human resources management practices need to be studied.
Ling et al. (2018)	Human resource management strategies and job satisfaction of employees have a role in forecasting organizational commitment in the Saudi banking industry.	Low response rate and the relatively small sample size of 81
Mira et al. (2019)	Employee job satisfaction and human resource management techniques in nonprofit organizations	Data collection is done only in the particular field
Cherif (2020)	Employee performance and human resource management practices: the role of job satisfaction	The findings of the study have limited generalizability in other regions and age groups.
Alsafadi and Altahat (2021)	The effect of responsible human resource management methods on the organizational performance of the banking industry in Sri Lanka's Trincomalee district	Some of the practices are not identified
Bastida et al. (2018)	Understanding the link between strategy, HRM practices, innovation, and organizational performance: opening the black box	Does not provide enough information to separate errors of coverage from errors in content

The Department of Human Resources is primarily in charge of formulating rules and regulations to create productive personnel in a corporation. Throughout the entire process of promoting HRM, the human resources department encounters numerous difficulties. However, establishing green practices and ideals within a business is fraught with difficulties. Each employee in the company will continue to act by their own beliefs, attitudes, and perceptions.

- Raising awareness of the organizational environment is the first significant difficulty for HRM. The necessity for incorporating a green mindset into human life is expanding in all contexts. Every organization should strive to achieve organizational sustainability.
- Fostering a culture of environmental awareness among the workforce and promoting a green work-life balance are other major challenges that firms must overcome in this process. The company must educate its staff about the problem and promote the adoption of HRM practices.
- Finding a new employee to improve work performance is one of the organization's challenging issues. One of the main issues facing human resource managers is green hiring. No one in the organization will be inspired to do their work in a sustainable manner.
- Human resource managers are under increased pressure to implement HRM in the organization when hiring and assigning staff. Also, it will take longer for newly hired personnel to adjust to the new workplace in terms of sustainability.
- To promote environmental awareness and training, workforce and finance groups should provide information on organizational environment issues in a proper manner.
- There is no field, business, company, or group that has a strong enough infrastructure to adopt the newest technical innovations that are thought to be environmentally benign.

- Another difficult job is getting workers who don't want to work on a crucial project to do so. A few workers believe it is not their duty to protect the environment at their company. They dislike using creativity to further HRM processes.
- The organization's compensation and profits are reduced by preliminary unit cost on HRM procedures. For instance, putting a solar system on the roof of a certain company is expensive.

### 4.3 Conclusion

Companies are making a lot of effort to create a competitive market and direct their human resources toward the accomplishment of business objectives. Among the goals are cost-cutting, hitting ambitious sales targets, growing the clientele, gaining more market share, raising productivity, and improving the quality of the goods. To achieve these success goals, human resources are essential. Before anything else, employers must realize the potential of their staff members so that they can demonstrate their skills, remain involved, and act in accordance with the performance standards of the company. HRM is a comprehensive process for managing human resources that is linked to the entire business strategy. Additionally, it offers suggestions for how managers should work sustainability into daily operations. Further research is suggested to be done in order to verify, improve, and test these claims by researchers and managers. It helps employees in organizations by providing them with the necessary skills and placing them in positions that are appropriate for their talents and capabilities. Many writers have characterized organizational performance in various ways. Organizational policies and tactics motivate people and have an impact on organizational performance. HR planning, selection, learning, and development, recruiting remuneration, performance appraisal, and employee engagement are some of the tasks completed. The organization's operational aim will be met by meeting the demands and requirements of its personnel. Organizations must consider human resources as a means of gaining the competitive advantage required to develop acceptable strategies and procedures. Furthermore, power and obligation must be shared by the entire company. To pique scholars' interest in conducting empirical study in this field, the conceptual framework represented in the model above is essential. Future studies might concentrate their efforts on compiling a set of precise and insightful estimations of the effect sizes in this model. We anticipate that subsequent empirical research in the Indian context will offer more accurate and insightful evaluations of the conceptual framework presented here.

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