

# Exploring the role of human resource management in organizational success: A comprehensive analysis

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**Abstract** An organization's success depends on human resource management (HRM), which manages its most valuable resource: its employees. Effective HRM entails matching organizational objectives with HR strategies and recruiting, training, and retaining staff. Employee retention, satisfaction, and overall business success are all fuelled by this alignment, which makes it crucial. Human resource management (HRM) helps an organization achieve and sustain success in a competitive industry by fostering a positive research environment and maximizing human capital. With a focus on key procedures like efficient recruitment and selection (ERS), performance management systems (PMS), training and development investment (ITD), employee engagement (EE), compensation practices (CP), and employee satisfaction (ES), the primary goal of this research is to examine how various HRM practices affect organizational success (OS). These HRM practices (HRMP) are employed as independent variables, and the relationship between HRMP and OS is mediated by ES. To ensure balanced representation in terms of industries, positions, and demographics, a diverse sample of 566 participants was randomly selected from a wide range of organizations. This allowed for a more comprehensive and trustworthy analysis of the impact of HRM. The research makes use of structural equation modelling (SEM), a more advanced statistical technique for examining intricate correlations between variables. The results of the research demonstrate that HRMP significantly improves OS, with employee satisfaction acting as a key mediating factor in this relationship. Research specifically highlights that improved organizational performance is directly impacted by good hiring and selection procedures, a strong emphasis on employee development through training and learning programs, well-designed performance management systems, and employee engagement improvement tactics. This leads to increased motivation, profitability, and better employee retention, thereby enhancing productivity. It highlights the importance of strategic HRM practices and offers helpful insights for businesses looking to optimize the workforce management approach.

**Keywords:** human resource management (HRM), organizational success (OS), effective recruitment and selection (ERS), investment in training and development (ITD), performance management

## 1. Introduction

In the modern era, connectivity has led to global economies and increased commerce with advances in technology, which have additionally caused greater competition in domestic as well as global markets, which has made it more difficult for enterprises to recruit and maintain exceptionally competent professionals (Carnevale & Hatak, 2020). For a competitive advantage in marketplaces, several companies depend upon their staff members. As a consequence, this is associated with their human resource management (HRM) and effectiveness (Collins, 2022). Corporations to examine and update an assortment of HRM practices and regulations, particularly recruiting processes, managerial requirements, and selection requirements, as it was attempting to be more accepting of cognitively diverse employees (Hennekam & Follmer, 2024). The systematic technique for administering the personnel of an organization is commonly referred to as HRM. It encompasses employing, instructing, developing, and retaining individuals to coordinate their targets with the goals of the firm (Stone et al., 2024). Employees need advice and guidance from their managers during emergencies from the HRM to learn what is required of them along with making decisions (Sanders et al., 2024). It also employed promotional methods to actively showcase company standards, initiatives, and success. Nowadays sustained achievement relies upon branding and HRM handling collaboratively (Joyce et al., 2024). However, although effective HRM can increase the efficiency of an organization,

HRM still faces a variety of difficulties, both internal and external, in the enterprise. Several revolutionary HR strategies can overcome the problems that are explained below (Albi, 2024).

Udokwu et al. (2023) attempted to determine the HRM impacts on corporate company achievement and highlighted that poor HR procedural handling had compromised HRM's commitment to the business's progress. The surveys were filled out to collect primary information, and a regression method was applied to evaluate the hypothesis. The results indicated that growth in HR had an enormous effect on the efficiency of operations, delivery of service excellence, and staff productivity. Mirčetić et al. (2022) explored the association between the willingness of individuals to be involved in environmentally friendly initiatives and the impact that sustainable skills had on the performance of organizations. It used an inquiry form to acquire real-world information from 516 individuals at Serbian institutions using a customized sustainable capabilities approach. The outcomes were then evaluated by employing several kinds of statistical and mathematical methods. The findings confirmed that a positive effect on the willingness of individuals to take part in initiatives provided a significant understanding of the effectiveness of organizations and personality traits in an environmentally conscious business scenario.

Kokkaew et al. (2022) proposed to investigate whether HRM influences non-monetary organizational outcomes and the knowledge about dealing with the circumstances in infrastructure companies. The information was obtained using definitive, five-point Likert scale questions. It created theoretical research utilizing confirmatory factor analyses to assess the measured variables using structural equation modeling (SEM), which incorporated the component and trajectory analytics. An immediate and beneficial relationship between HRM and the effectiveness of the enterprise as well as gaining knowledge was confirmed by the results. Alipour et al. (2022) discussed the combination of healthy, flexible, adaptive, and sustainable principles in HRM and evaluated their impact on corporate creativity and efficiency. A convenient sampling approach and a form for surveys were employed to obtain data from 102 service-oriented firms to attempt to construct innovative equipment to quantify the HRM characteristics in the service sector. The partial least squares-SEM (PLS-SEM) examination of the outcome demonstrated that LARG HRM greatly improved the efficiency of the organization, both individually and collectively, by encouraging organizational innovation. Furthermore, it provided useful information for putting LARG HRM principles into operation for improved corporate efficiency.

Goklas et al. (2021) examined the different manners by which global competition, the sustainability of companies, and the solutions to international problems were facilitated by effective HRM methods. The analysis involved four HRM approaches: Universalist, uncertainty, arrangement, and contextual. The total number of 45 individuals who gave responses about the perception of the variables were considered. The findings of distinct analysis provided valuable insight for academics and managers, demonstrating that organizations could enhance profitability and acquire a competitive advantage in their field by effectively implementing suitable HRM methods. Riana et al. (2020) evaluated HRM in enhancing the achievements of organizations and encouraging creativity in small and medium enterprises (SMEs) that concentrated on exporting. To test the proposed framework, data was obtained from 126 administrators and middle-level executives who employed an inquiry technique and evaluated it by WarpPLS. The findings suggested that HRM had an important effect on corporate efficiency and innovation, with certain investigations even proving innovative thinking for enhanced function.

Bisheen and Sahib (2023) discussed the effect of enhancing HRM strategies along with job design and worker engagement, which contributed to corporate achievement in terms of development, modification, and persistence. The total quantity of 193 staff members at lodging facilities was examined for the research and estimated by applying the Pearson correlation, which was tested on a statistical package for the social sciences (SPSS) tool. Guaranteeing the HR techniques for expanding the possibilities of business results had an important influence on the performance of an organization. Altındağ and Bilaloğlu (2020) explored the way proactive HR practices, like talent acquisition and hiring and selection procedures, regulate the impacts of innovative generation management approaches on company viability, particularly flexibility in the training organization, and capacity for creativity. In the process of SEM, the smartPLS served to assess the responses to 387 questions that had been distributed to enterprise founders and upper management. Findings suggested that while organizational flexibility had an adverse relationship with efficiency, capability for innovation and capacity to learn organization have beneficial effects on business results.

Sweis et al. (2020) measured the influence of HR processes on corporate efficiency for building industries. An established survey was utilized for gathering data from personnel at different levels of management in 16 organizations, leading to 228 genuine responses. By employing the multiple regression method, the data indicated that HR procedures, especially development and training, along with achievement evaluation, had an important effect on the success of an organization during hiring, decision-making, and compensation procedures. Additionally, it assists in recognizing HR weaknesses as well as strengths and developing flexible techniques to enhance business results. Anwar and Abdullah (2021) analyzed the consequences of HRM on the operations of government organizations in an unpredictable financial environment characterized by advancement, increased competition, and expanding public and stakeholder expectations. The implementation of different hypotheses was evaluated using a method of quantitative investigation with an ensemble size of 240 individuals. The reliability assessment and correlation testing were performed. The outcomes demonstrated that

autonomy has an advantageous connection with organizational efficiency, as it was the only hypothesis supported, underscoring its significance in improving efficiency among government entities.

The objective of the research is to explore the influence of essential HRM practices on the success of the organization and to analyze the intermediary nature of worker fulfillment in the relationship between HRM procedures and managerial results. The aim is to deliver corporations with useful knowledge for enhancing personnel administration techniques. The experimental construction of the developed hypothesis, and the techniques for gathering necessary information techniques are explained in part 2. In part 3, the consequences of statistical examination with AMOS-based SEM are described. Part 4 of the research includes a comprehensive discussion of the findings with a conclusion.

## 2. Materials and methods

The method section first briefly describes the development of hypotheses focused on the relationship among vital variables based on the theoretical structure. Next, the data-gathering technique is explained using a well-organized inquiry approach. At last, the statistical approaches are established to assess the hypotheses while analyzing the facts, including SEM evaluation.

### 2.1. Formulation of hypothesis

The developed hypothesis for evaluating the consequences of various HRM approaches on achieving organizational objectives is described below. The process is designed to investigate the independent variables of HRMP, ERS, PMS, ITD, EE, and CP along with OS as the dependent variable, while ES assists as a mediating factor.

**H1:** Effective recruitment and selection (ERS) practices positively influence organizational success (OS) (ERS → OS).

**H2:** Investment in training and development (ITD) beneficially impacts organizational success (OS) (ITD → OS).

**H3:** Performance management systems (PMS) significantly enhance organizational success (OS) (PMS → OS).

**H4:** Employee engagement (EE) had a positive effect on organizational success (OS) (EE → OS).

**H5:** Compensation practices (CP) had a favorable influence on organizational success (OS) (CP → OS).

**H6:** Employee satisfaction (ES) mediates the correlations between HRM practices (HRMP) and organizational success (OS) (HRMP → ES → OS)

Each perspective analyzes specific elements of HRM techniques, starting with the immediate influence of successful staffing and hiring on company profitability and proceeding to the crucial role of development and training in promoting innovation and development. These offer an extensive understanding of the proposed research and enable enterprises to strengthen their HR approaches for future success, which is visualized in Figure 1.

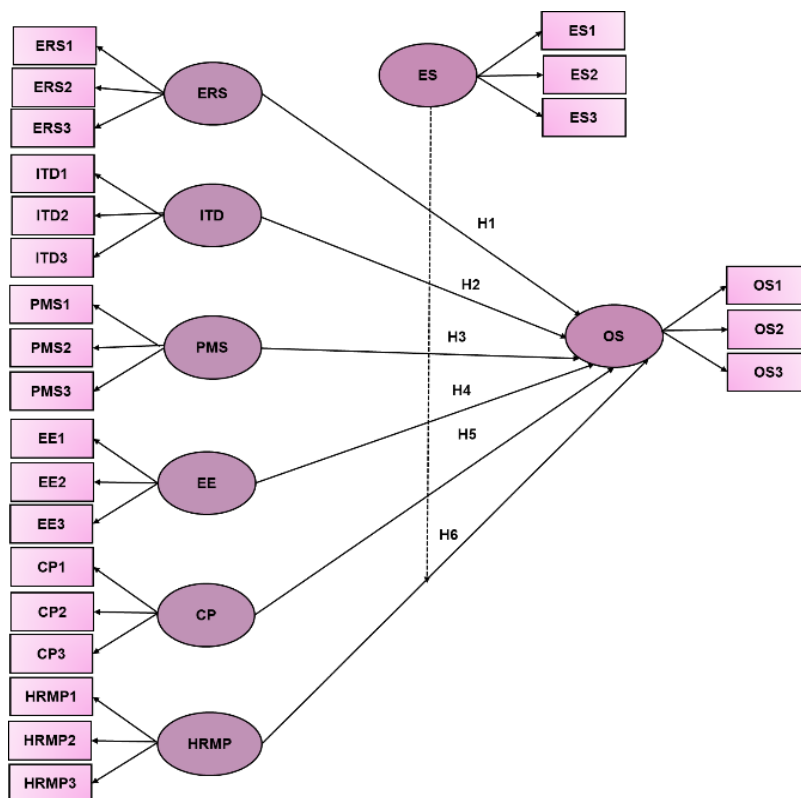


Figure 1 Structural equation modelling of hypothesis.



### 2.2. Data acquisition and sampling process

The data collection process comprised an ensemble of 600 employees across multiple enterprises to broaden participation across sectors, positions, and populations. A carefully developed survey was established to assess the participants. Concerning the responses, 566 participants got selected from 600 for the final investigation due to having satisfied eligibility requirements. This sampling technique ensures equal opportunity across sectors, jobs, and statistics, taking into account gender, age, educational background, years of professional experience, department of work, and position categorization as visualized in Figures 2 and 3 (a-c).

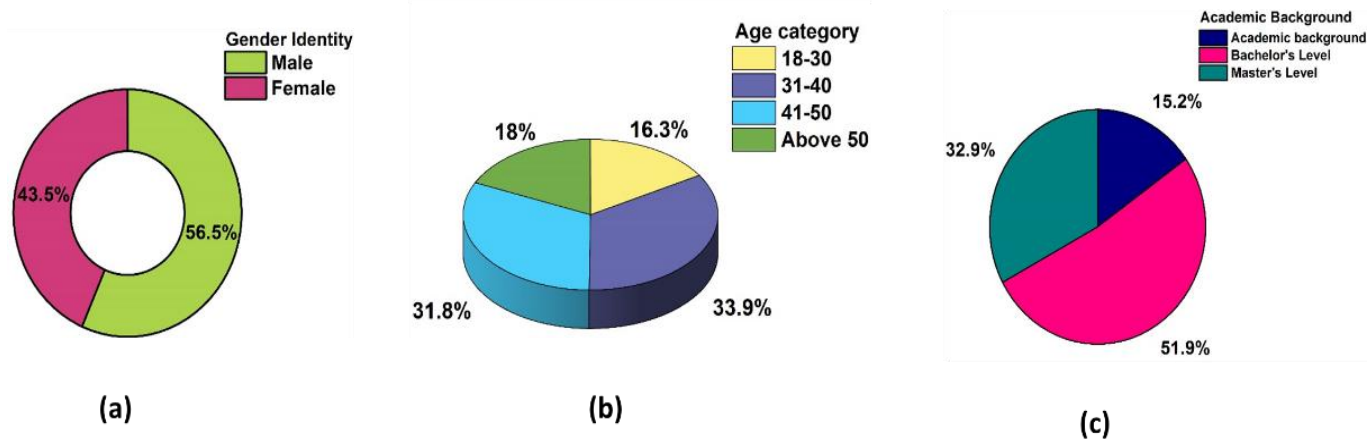


Figure 2 Demographic characteristics (a) gender (b) age (c) academic background of the respondents.

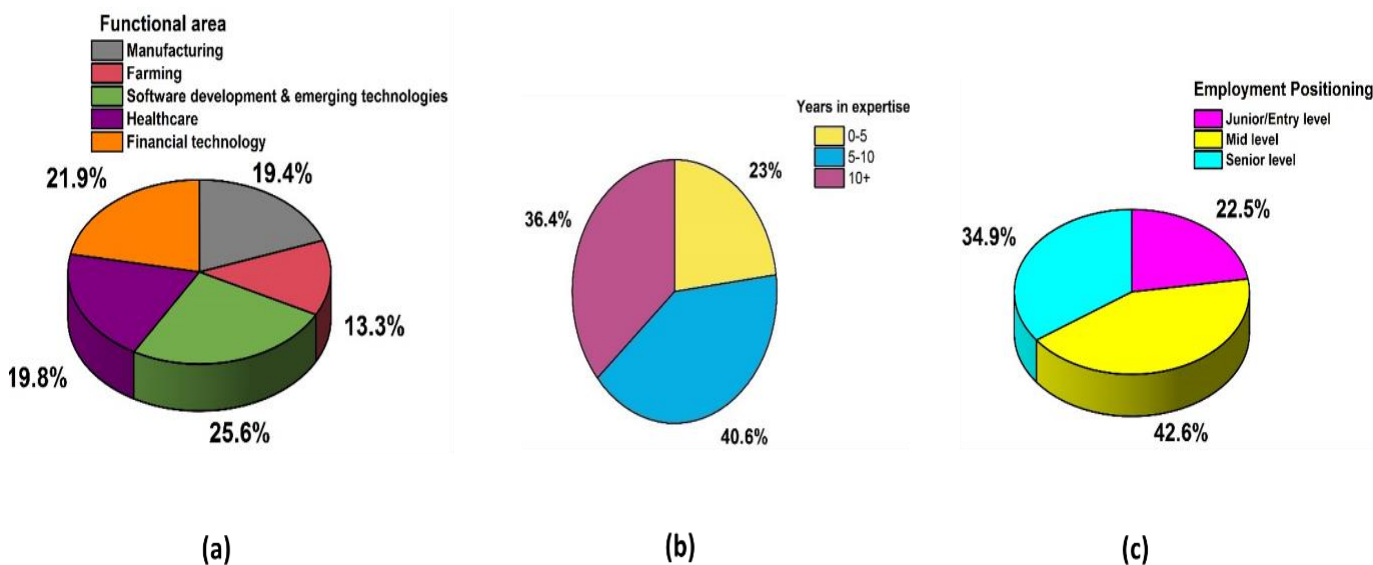


Figure 3 Demographic characteristics of (a) functional area (b) years in experience (c) employment positioning of the respondents.

### 2.3. Research instrument

As mentioned, to choose a random group of 566 individuals, a systematic questionnaire approach was adopted, which is explained in Table 1. It was developed in order to capture knowledge regarding essential factors such as HRM procedures, remuneration, staff involvement, and overall efficiency.

The instrument comprised twenty-two inquiries divided into eight essential variables with three questions per variable. It used a common five-point Likert-type metric tool to estimate individuals' perspectives.

### 2.4. Analytical technique

The analysis of data was performed to test the implemented hypothesis. It is carried out by employing SEM using SPSS AMOS software. It is used to investigate the way unrelated elements, such as HRM methods, contribute to corporate achievement while considering the intermediary function of worker fulfillment. It contains both a measuring and a structural



model, which are necessary for recognizing both direct and indirect approaches for higher profitability, efficiency, and engagement. Descriptive statistics and correlation were implemented using SPSS.

**Table 1** Typical inquiries for assessment of the participants.

Employed variables	Distributed questions	Evaluating tool
ERS	<ol style="list-style-type: none"> <li>1. The corporation effectively attracted suitable candidates throughout the hiring phase.</li> <li>2. The process for choosing candidates in the company guarantees that the most suitable candidates are recruited.</li> <li>3. The selection and recruitment methods are in alignment with the business's objectives.</li> </ol>	
ITD	<ol style="list-style-type: none"> <li>1. The organization delivers multiple opportunities for staff members to enhance their capabilities during training.</li> <li>2. The enterprise's training initiatives are helpful for personnel progression in their careers.</li> <li>3. The enterprise's initiatives are helpful for personnel progression in their careers.</li> </ol>	
PMS	<ol style="list-style-type: none"> <li>1. Individuals can enhance their research ethics by utilizing the performance management system maintained by the company.</li> <li>2. Professionals obtain regular performance feedback to assist them develop effectively.</li> <li>3. The organization successfully employs assessments of performance to connect individual targets with corporate objectives.</li> </ol>	Five-point Likert scale, varied from strongly disagree to strongly agree,
EE	<ol style="list-style-type: none"> <li>1. A high level of involvement inspires professionals to operate to the maximum of their skills.</li> <li>2. The organization encourages individuals to share thoughts and feedback.</li> <li>3. Staff participation attempts help to create an excellent working atmosphere.</li> </ol>	
HRMP	<ol style="list-style-type: none"> <li>1. HR guidelines are followed uniformly across an organization.</li> <li>2. The HR team delivers efficient assistance for individuals' development of professionals.</li> <li>3. HR procedures correspond with the corporation's overall objectives.</li> </ol>	
CP	<ol style="list-style-type: none"> <li>1. The corporation supplies competitive wages regarding typical industry norms.</li> <li>2. The compensation structure is transparent and acknowledges people for their labor.</li> <li>3. Employees maintain that the compensation they receive correlates to their efforts at the company.</li> </ol>	
OS	<ol style="list-style-type: none"> <li>1. The association regularly accomplishes its corporate objectives and goals.</li> <li>2. Efficient corporate approaches have an important impact on company success.</li> <li>3. Due to its accomplishments, the company is recognized as a market innovator.</li> </ol>	
ES	<ol style="list-style-type: none"> <li>1. Are you impressed with the entire working atmosphere at the business?</li> <li>2. Do you have a sense of appreciation and value for my achievements at my job?</li> <li>3. Does your employment happiness has grown with the support offered by HR procedures.</li> </ol>	

**3. Results**

The following subsection summarizes the primary discoveries from the estimation approach, descriptive statistics, correlation evaluation, and the structural equation for the research. The reliability and trustworthiness are analyzed by the measurement process. The combination of detailed statistics and correlation results presents an explanation of each variable's principal tendency, fluctuation, and circulation. Overall, the testing of hypothesized associations between the variables is carried out by SEM analysis.

**3.1. Reliability and validity of the scales**

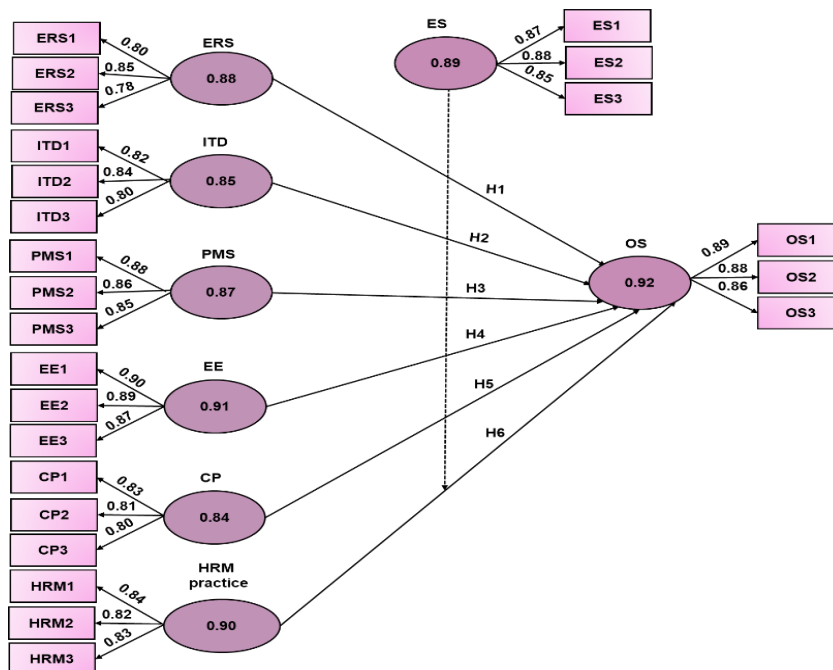
The validity and precision for every aspect measurement model employed for assessing every latent variable as a consequence of the measurement model architecture, which are represented in Table 2. The percentage of unpredictability acquired by a latent construct against the quantity of variation generated by measurement failure is denoted by the average variance extracted (AVE).



**Table 2** Outcome of measurement model evaluation.

Variable	Indicator	Loading	$\alpha$	CR	AVE
ERS	ERS1	0.80	0.88	0.90	0.72
	ERS2	0.85			
	ERS3	0.78			
ITD	ITD1	0.82	0.85	0.88	0.75
	ITD2	0.84			
	ITD3	0.80			
PMS	PMS1	0.88	0.87	0.89	0.74
	PMS2	0.86			
	PMS3	0.85			
EE	EE1	0.90	0.91	0.92	0.78
	EE2	0.89			
	EE3	0.87			
CP	CP1	0.83	0.84	0.86	0.70
	CP2	0.81			
	CP3	0.80			
ES	ES1	0.87	0.89	0.91	0.76
	ES2	0.88			
	ES3	0.85			
HRMP	HRMP1	0.84	0.90	0.91	0.77
	HRMP2	0.82			
	HRMP3	0.83			
OS	OS1	0.89	0.92	0.93	0.80
	OS2	0.88			
	OS3	0.86			

Generally, above 0.50 indicates that the metric covers a substantial portion of the construct's variance. The inner trustworthiness monitored by Cronbach's alpha ( $\alpha$ ), which is greater than the 0.70 value, confirms that it was closely linked to a structure. Similar to  $\alpha$ , the composite reliability (CR) is an additional gauge of internal coherence that examines the component load values for every metric. Finally, the loading illustrates how much variability in a parameter has been explained by a latent variable. The larger the value ( $>0.70$ ), the more effectively the indicator describes the concept. Figure 4 displays the measurement model simulation.



**Figure 4** Conceptual measurement frameresearch with  $\alpha$  and loading outcomes.

The 0.88, 0.89, and 0.90 loading values show an extensive connection to their corresponding frameworks. Excellent reliability and constructs that have great internal uniformity were proved by CR values (0.93, 0.92, and 0.91) and the  $\alpha$  values of 0.88 for ERS and 0.91 for EE reflect the indicators' high reliability and predictability. AVE (0.77, 0.78, and 0.80) produces an important contribution to their relevant components.

### 3.2. Descriptive statistics and correlation results

Table 3 summarizes the analyzed consequences of the discriminant approach and correlation matrix. Typically, the OS has an outstanding mean (4.10), suggesting that participants considered it very strongly. A low SD (OS=0.65) shows the responses are closely organized and imply regularity. The considerable interactions, specifically those relating to HRMP and OS (0.76) as well as ES and OS (0.75), display that widely recognized HRM methodologies greatly contribute to the ultimate achievement of the company. Additionally, it describes an arrangement in which noteworthy connections, such as EE with OS (0.74) and HRMP with ITD (0.69), prove the way one construct encourages the advancement of other components that lead to business success. The 1.00 diagonal value in the table indicates a perfect relationship between an element and itself. It strongly demonstrates the self-correction of all elements.

**Table 3** Validated results from descriptive and correlation simulations.

Variables	Mean	SD	ERS	ITD	PMS	EE	CP	ES	HRMP	OS
ERS	3.85	0.76	1.00	0.65	0.58	0.62	0.55	0.57	0.59	0.72
ITD	3.75	0.74	0.65	1.00	0.63	0.60	0.58	0.56	0.61	0.69
PMS	3.80	0.78	0.58	0.63	1.00	0.64	0.57	0.60	0.62	0.68
EE	3.90	0.72	0.62	0.60	0.64	1.00	0.61	0.58	0.63	0.74
CP	3.60	0.80	0.55	0.58	0.57	0.61	1.00	0.59	0.60	0.72
ES	3.85	0.70	0.57	0.56	0.60	0.58	0.59	1.00	0.66	0.75
HRMP	3.95	0.69	0.59	0.69	0.62	0.63	0.60	0.66	1.00	0.76
OS	4.10	0.65	0.74	0.72	0.68	0.74	0.78	0.75	0.76	1.00

### 3.3. Path model

Table 4 shows the structural model's inferences, particularly the validity and intensity of the relationships among the elements. The magnitude and the direction of the correlation across autonomous and reliant factors are quantified by path coefficient ( $\beta$ ).  $R^2$  ratings suggest that a proportion of the difference in a dependent variable can be determined by unrelated variables. Along with the assistance of t-measures, the significance of each  $\beta$  with higher values showed statistical significance at the level of trust. Further, the value of p underlines the statistical worth of each connection with every interaction. A p-value of 0.05 or less indicates that the interactions are considerably important.

**Table 4** Effective Outcomes of Structural Model.

Relationship	$\beta$	t-value	p-value	$R^2$	Performance
ERS $\rightarrow$ OS	0.30	5.00	0.001	0.70	Significant
ITD $\rightarrow$ OS	0.35	4.60	0.002	0.68	
PMS $\rightarrow$ OS	0.28	4.20	0.004	0.65	
EE $\rightarrow$ OS	0.32	5.80	0.000	0.74	
CP $\rightarrow$ OS	0.25	4.00	0.003	0.72	
HRMP $\rightarrow$ ES $\rightarrow$ OS	0.45	6.10	0.001	0.75	Most significant

The relationship among the variables as ES acts as a mediating element has a significant  $\beta$  value (0.45), demonstrating the most powerful impact on the performance of the organization. Similarly, other factors also had a considerable beneficial impact on OS. All of the factors strongly support the achievement of an organization, with  $R^2$  values fluctuating between 0.65 and 0.75, demonstrating the role played in improving efficiency. The highest t-value of 6.10, indicating an important influence on company performance and others, suggests a substantial relationship for analysis. Here the low p-values (0.001, 0.002) show that these consequences are highly probable and not the product of unplanned events. The research with path estimation factor is illustrated in Figure 5.

## 4. Discussion

The strength of HRM systems is influenced by managers' motivation, which is moderated by the severity of the crisis and the company's reputation. The hierarchical structure: managers in high power distance countries have less of an impact on ambiguity than those in high uncertainty avoidance countries, who give more consistent information to reduce it. These



findings highlight how important it is to adjust HRM strategy to cultural circumstances during emergencies (Sanders et al., 2024).

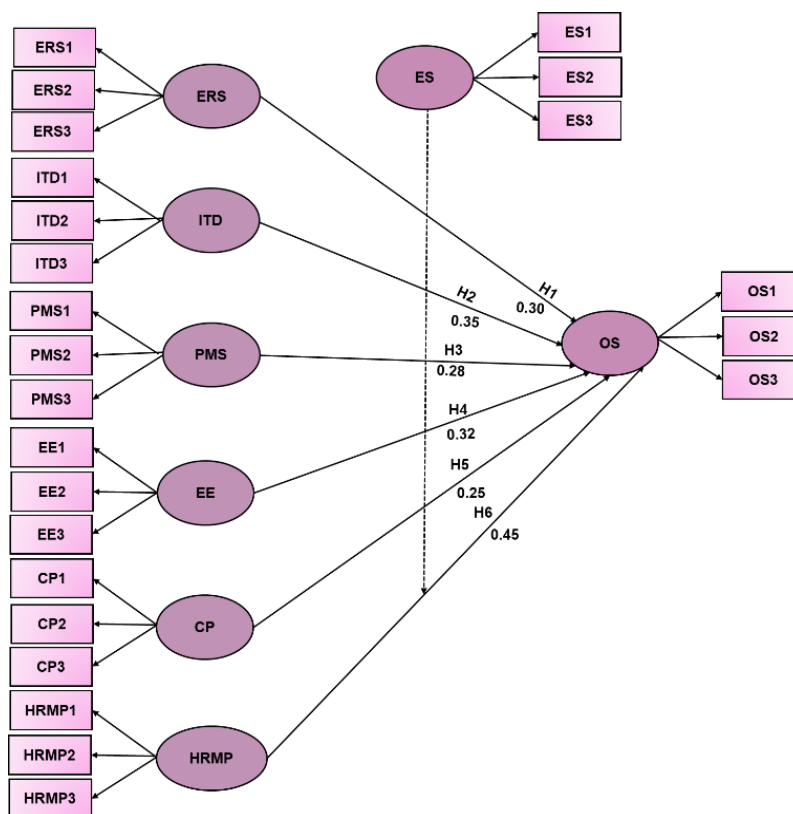


Figure 5  $\beta$  outcomes in the conceptual model.

The results demonstrate how HRM plays a critical role in enhancing non-financial organizational performance (OP) and knowledge management (KM) in Thai infrastructure construction firms. Effective people management is crucial because HRM has a positive effect on KM, which in turn drives non-financial OP. The results also demonstrate how important knowledge-based tactics are to achieving long-term operational success in the sector (Kokkaew et al., 2022).

Altındağ and Bilaloğlu (2020) explored the way talent management, recruitment procedures, learning organizations and innovation capabilities have a significant positive impact on business performance. However, the weak correlation between organizational ambidexterity and firm performance suggests that, to achieve better results, more attention needs to strike a balance between exploration and exploitation. The supposed centrality of talent management in launching performance is also called into question by the lack of a moderating effect.

The HRM process serves an essential role in the achievement of organizational goals. The validation was carried out by many testing processes. At first, the measurement framework offers a solid foundation to evaluate the implicit concepts in the research. The load values for every indicator confirmed the important links between the observable variables and their underlying variables. High internal rigidity guaranteed that the components with those structures were closely connected. Also, the durability of the interactions among the components and their associated foundations was enhanced. The descriptive statistics, as shown by the correlation measurement, ensured the conceptions' distinctiveness and confirmed that every structure has greater significance with its unique characteristics compared to other constructions reported by the diagonal variance.

Additionally, the structural research assisted in comprehending the relationships between components, which underlines the key impact of HRM. Overall, the outcome of the measurement model was extremely accurate and valid across constructs, with high loadings of factors, internal uniformity, and validity due to convergence, while the structure-based approach reveals key connections, which include the effect of HRMP and ES on the company's achievement. The model's integrity that offered perspectives on operational characteristics was enhanced by the correlation matrices and statistical analysis.

### 5. Conclusions

The aim is to investigate how HRM practices affect the performance of organizations, with a focus on identifying key HRM practices such as hiring, training, performance management, employee engagement, and pay. Using a survey of 566



respondents from various industries, the research found a strong correlation between organizational performance and HRM practices. The research demonstrated that HRM practices have a significant impact on organizational performance through the use of AMOS software for SEM with employee satisfaction serving as a key mediating factor. The findings demonstrate the importance of making strategic investments in HRM procedures that are directly linked to both immediate and long-term company successes. To achieve higher employee engagement, satisfaction, and overall performance, organizations can concentrate on optimizing HRM functions.

## 6. Limitations and Future Scope

The research investigates the relationship between HRM practices and organizational performance but only takes into account a limited number of functions, including diversity management and transition planning. Other dimensions, like technological advancements and industry-specific studies, should be taken into account in future research to offer customized HRM strategies for different industries, allowing for more effective recommendations and overall organizational success.

### Ethical considerations

This study is committed to upholding the highest ethical standards in its collection and use of primary data involving human participants. The data collection was independent of any institutional affiliations, ensuring that participants were selected without bias or socioeconomic influence.

### Conflict of Interest

The authors declare no conflicts of interest.

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