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## A Review on the Impact of Human Resource Management Practices on Organizations' and Employees' Performance

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**Abstract:** Job performance is one of the most crucial factors which scholars have thoroughly addressed and debated to evaluate employee efficiency. The concept of human resource management (HRM) is a vital influencing factor in enhancing job performance and achieving efficient employee performance. This study aims to investigate how human resource management practices (HRMP) affect organizations' and employees' performance by reviewing the previous studies using the systematic literature review (SLR). The NVivo software was used to analyze the outcomes and findings of the literature review, discussion, and analysis. These studies addressed the relationship between HRMP and employees' performance. They evaluated the most influential variables on job performance. The findings of the reviewed studies showed that Human Resource Management Practices (HRMPs) significantly influence the performance of employees in an organization. Also, the application of HRMPs cannot be uniform worldwide. The extent to which HRMPs have been fully enforced or the emphasis on specific HRMPs differs based on the framework in which businesses or organizations usually function. In summary, most previous studies stated a significant impact of HRMP on job performance despite the debated relationship between HRMP and organizational and employee performance. Further studies on HRMPs across different societies and origins are vital.

**Keywords:** human resource management practices, job performance, employee efficiency, employee motivation.

## 人力資源管理實踐對組織和員工績效影響的回顧

**摘要：**工作績效是最關鍵的因素之一，學者們已經深入探討和討論了評估員工效率的因素。人力資源管理的概念是提高工作績效和實現高效員工績效的重要影響因素。本研究旨在通過使用系統文獻綜述回顧以往的研究來調查人力資源管理實踐如何影響組織和員工的績效。NVivo軟件用於分析文獻回顧、討論和分析的結果和發現。這些研究解決了人力資源管理實踐與員工績效之間的關係。他們評估了對工作績效影響最大的變量。審查研究的結果表明，人力資源管理實踐顯著影響組織中員工的績效。此外，人力資源管理實踐的應用在世界範圍內不可能統一。人力資源管理實踐得到充分執行的程度或對特定人力資源管理實踐的重視程度因企業或組織通常運作的框架而異。總之，儘管人力資源管理實踐與組織和員工績效之



間的關係存在爭議，但大多數先前的研究表明人力資源管理實踐對工作績效有重大影響。對不同社會和起源的人力資源管理實踐的進一步研究至關重要。

**关键词：**人力資源管理實踐、工作績效、員工效率、員工積極性。

## 1. Introduction

In a company setting, the organization and the efficiency of employees significantly affect the efficiency of promotion, employee turnover, and the organization's market value [20]. Employment efficiency is one of the essential variables in an organization. [70] stated that these variables measure an employee's success in achieving the desired organizational goals and reveals whether the employee's performance remains the same or achieves the goals efficiently. Employees often devote their mental and physical characteristics to achieving the anticipated objectives. The employee efficiency is a vital requirement for evaluating job performance. HR practices, which improve employee efficiency through exhibiting excellent behavior and providing employee incentives, increase job quality [35].

Many studies have tested the HRMP relation with job performance in various sectors and from different perspectives. One of the main factors, which enhance job performance and achieve an efficient performance of employees, is the concept of human resources management (HRM) [11]. Strategic human resources management includes practices representing company requirements, such as hiring and choice, coaching and growth, compensation and advantages, performance management, and occupational safety. HRMP has a significantly positive effect on the employees' performance, which is consistent with the outcomes of several scholars, who have substantiated the major impact of some of the practices of HR management on the employees' performance, in general, and the job performance, in particular. In this regard, [68] asserted that HRM practices influence employees' motivation and behavior after the organization has chosen to do so by giving employees a chance to build their capacity. Management theories suppose that HRM practices affect employees' skills and abilities through the organizational structure and ultimately enhance their job performance [72]. It is, therefore, necessary to review previous related literature to identify all related HRMPs to identify the most suitable practices for this study to measure their effect on job performance. This paper investigates the effect and relationship between the HRMPs and the job performance of the firms.

## 2. Method

This paper used the systematic literature review

(SLR) process. The SLR methodology involves 1) generating copious amounts of literature to analyse; 2) seeking to answer specific research questions; 3) seeking to extract relevant academic literature relating systematically to HRMPs, and organization and job performance. Also, NVivo software was used to analyse the selected papers concerning keywords and variables used in these studies. The main steps of the research process are summarized in Fig. 1.

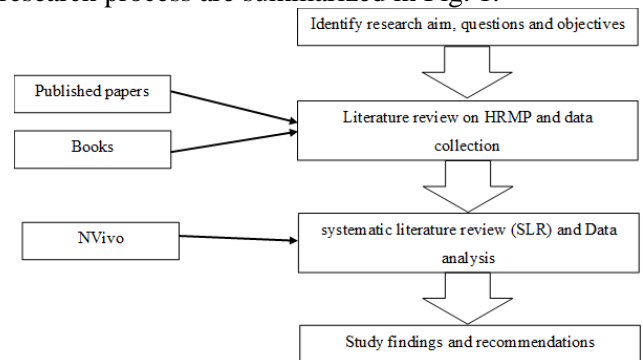


Fig. 1 Flowchart of the research methodology

## 3. Review Results – Relationship between HRMPs and Organizations' and Employees' Performance

A range of studies verify a relationship between HRMPs and organizational performance. Many studies have proven the positive relationship and its positive potential effect on HRMPs and individual job performance, leading to organizational performance [9, 52, 54, and 57].

[28] surveyed 269 HR experts employed by large U.S. manufacturing companies in their research of 'job Attitude and job Performance.' They found that an attitude to HRMPs that was well incorporated with the organization's strategic plans resulted in elevated rates of fulfillment and increased engagement in staff who exhibited outstanding personal and team efficiency in their words. The study of HRMPs and labor productivity [25] agreed that one of HRMPs' most significant tasks of is to guarantee that methods are defined and enforced so that staff can be more productive at work. They claim that the growth of the workers must be recognized as a crucial competitive advantage to affect the senior leadership of the organization. Senior leadership must be involved in cautious scheduling and continuing workforce assessment to achieve this.

[29] showed the results of using HR methods when

they examined a total number of 1308 executives in their study about the most effective 'bundles of HRMPs.' The findings favoured the opinion that one of the essential perspective contributing variables for sustaining competitive performance is the HRMPs of an organization. Thus, human resource leadership can promote personnel growth with exceptional skills, promoting the creation of well-differentiated goods and services from rivals. In many texts, this perspective of human capital investment is a theme about the effect of HRMPs. For instance, in his paper "HRMPs and Organizational Performance: Evidence from Retail Banking." [15] indicated that investing in human capital was essential to illustrating variations in employee efficiency. This promotes the opinion that education and training expenditure is a crucial problem in HRMPs. As a result, the HRMPs range has been altered and is no longer restricted to work relationships and wage and salary payments. Human resources are the most significant investment in an organization. It is, therefore, essential to examine how these HRMPs can add to an organization's competitive advantage.

Some writers in the HRMPs sector have asserted that more developments have increased HR's significance as a source of competitive advantage. In specific, as industries are now progressively controlled and the effect of the competitive benefit derived from product and method innovation is less critical (often due to simple imitation of these, the true benefit is more focused on the inner assets of an organisation – especially its human capital [37]. This represents a paradigm change in corporate quality studies. Strategic researchers have mainly concentrated on inner assets as

drivers of corporate quality; intangible assets can be considered significant to achieve non-stop competitive benefits because these assets are difficult to imitate.

Concrete or intangible assets can be classified as resources. Examples include economic and physical assets, organizational resources, knowledge, and human resources. Because substantial assets cannot be easily replicated, scholars emphasized the importance of human resources as either 'non-substituted' or 'non-replicable' [58] or hard to substitute rapidly and effortlessly. So, the central way HRMPs can contribute to their competitive advantage is by enhancing their human resource capacity to meet the organization's goals more efficiently and effectively. HRM interacts with all leadership subsystems—including the acquisition, technical and advertising tasks of finance, goods, facilities, and equipment within an organization. People are the primary source of a sustained competitive advantage in these areas [36]. Therefore, if it is recognized that a study has shown that the organization's human resources are essential for achievement, an organization should understand and adopt HRMPs that optimize its employees' performance.

Previous studies suggested that conducting a more HRMP research across diverse societies and countries is essential. Therefore, it is crucial to understand the essential variables in HRMPs in different contexts to identify the most significant variables affecting the implementation of HRMPs in distinct organizational environments. Table 1 shows recent studies on the relationship between HRMPs and job performance.

Table 1 Most recent studies on HRMPs and organization and job performance (Developed by the authors)

No.	Study DV	IVS	Relationship
1	[44] Performance	Alternative Paths for Human Resource Management Effectiveness	Positive significant
2	[72] Environmental Performance	Green Human Resource Management Practices (green recruitment and selection, green training and development, and green compensation)	Positive significant
3	[69] Firm performance	Green performance appraisal HRM practices and HR roles	N/Sig Positive significant
4	[47] Organizational performance	HRM practices	Positive significant
5	[26] Environmental performance	Green HRM practices	Positive significant
6	[57] Job Performance	Sustainable human resource management practices	Positive significant
7	[24] Employee performance	Well-being-oriented human resource management practices	Positive significant
8	[73] Sustainable performance	Green Human Resource Management and green supply chain management practices	Positive significant
9	[48] Innovation performance	Knowledge acquisition (Moderating role of employee retention and human resource management practices)	Positive significant
10	[17] Sustainable performance	Green human resource management Green supply chain management practices	Positive significant
11	[41] Performance of bank employees	Practices of human resources management, compensation, work satisfaction, and motivation	Positive significant
12	[39] Employee performance	Human resource management practices and work engagement	Positive significant
13	[66] Employee work ability	Employee average use of selection, optimization, and compensation (SOC)	Negative

	Performance	Personal strategies and high-involvement work practices (HIWPs)	significant
14 [45]	Organizational commitment and job performance	Human resource management practices	Positive significant
15 [34]	Customer mistreatment	Employees' performance	Positive significant
16 [67]	Firm performance	HRM practices: training and development, recruitment and selection, compensation and benefits, employee relations and communication, safety, and health	Positive significant
17 [51]	Firm performance	Performance management practices	Positive significant
18 [27]	Performance management practices	human resource management practices	Positive significant
19 [14]	Social performance	Human resource executives' perspectives	Positive significant
20 [46]	Productivity and employee performance	Human resource management practices	Positive significant
21 [63]	Job embeddedness and performance	Efficient human resource management practices	Positive significant

Until the 1970s, there was no question of accepting the opinion that said leadership theories were widely relevant. However, the impact of what was called the "Convergence Hypothesis" in business studies was no longer recognized, and this was primarily due to the proof given by researchers in cross-cultural studies [33]. Most HRMPs are rooted in the Western tradition, but it is unclear whether this can be related to different societies. Researchers acknowledged the significance of creating unified theories and practices to use HRMPs in various situations [16].

However, these studies could not determine which HRMPs should be considered. In the study of over 100 HRMPs-related surveys and performance studies, [18] found no comprehensive list of methods that defined HRMPs. The authors recognized 26 practices. The main four included instruction and growth (ranked by frequency of use), awards and remuneration, performance management (including the worker assessment scheme), hiring and choice, strategies, and processes. They also stated that the conditional structure, resource-based view, and AMO theory were the three theoretical frameworks widely used for HRMP studies.

[40] studied HRMPs in Indian organizations, particularly insurance companies in India. Two multinational insurance businesses and two Indian insurance firms analysed data from 218 participants. By applying factor analysis, the results showed that preparation and advantages were fundamental characteristics of the company's HRMPs. Within Indian companies, less emphasis was placed on efficiency assessment, recruitment and selection procedures, and the socialization of employees. An evaluation of variance showed a slight variation in the features of the Indian insurance firms' workers relative to multinationals. The findings showed that remuneration was not closely related to performance in Indian companies, as opposed to the multinational insurance companies surveyed.

In Sri Lankan context, [1] empirically assessed various HRMPs introduced to affect leasing companies' corporate advertising sales. The HRMPs evaluated included various methods mainly directed at employee socialization to examine organizational culture broadly. The researcher investigated role assessment, work-life balance, career development, supervisor/management support constructions, and compensation. He studied how HRMPs influenced the choice of staff to quit their businesses. The findings showed that compensation and career development played a significant role in decreasing staff turnover. However, it has not been revealed whether other practical policies of HRMPs, such as employee socialization, can affect advertising managers' sales. This should not be done to imply that such procedures are not essential. Still, it shows again that context is essential, and in this specific context, career development and compensation are crucial considerations.

[62] studied civil service in developing countries, such as Eritrea, and found that HRMPs positively impacted employees' performance. Moreover, due to the significant variation in the implementation of HRMPs, it was impossible to create immediate comparisons with Western HRMPs.

In India, [19] performed a comparative survey of 137 government and private Indian manufacturing companies. They found that the HRMPs were mainly comparable. HRMPs played similar roles in hiring and choice, pay and advantages, preparation and growth, and staff relationships. However, they found that private sector organizations adopt a distinct strategy to better cope with the HRMPs, like compensation, coaching, and growth relative to public sector organizations.

[59] investigated HRMPs and management philosophy in Indian organizations. The study included 95 participants from two private sector organizations and 119 from two public sector organizations to explore the connection between Indian company

organizations' HRMPs and management philosophy. He found that the hiring and choice factors are poorly linked to management philosophy in organizations that were very traditional in their management philosophy. The HRMPs adopted in this context cannot be associated with their application in the western world.

Table 2 illustrates the matrix analysis results, which provide the number of occurrences of the variable mentioned in each article to show the relationship between the variables. NVivo software was used in this table to count how many times each keyword was mentioned in the selected papers. After that, NVivo produced a table of comparisons accordingly. For example, in the article [6], the keyword "Job Performance" was mentioned six times, whereas

"Recruitment and Selection" were mentioned once, and "Training and Development" were mentioned five times. In contrast, the keyword "Compensation" was never mentioned, and so on. This table is fundamental because it illustrates the relationship the article examined and the focus on which variables would have more effect on job performance. For example, the first article in Table 2 mentioned the keyword "Employee Involvement" 118 times compared to the one-time occurrence of the keyword "Recruitment and Selection." Whereas "compensation" has zero appearance, indicating that this article concentrated on the effect of employee involvement on job performance.

Table 2 Matrix analysis between job performance and HRM practice as independent variables (Developed by the authors)

Article	Studying HRMP and Job Performance	DV: Job Performance	IV1: Recruitment and Selection	IV2: Training and Development	IV3: Compensation	IV4: Performance Appraisals	IV5: Employee involvement
1:	[6]	6	1	5	0	6	118
2:	[13]	4	7	8	28	29	3
3:	[63]	48	2	2	6	7	2
4:	[49]	79	43	41	69	47	53
5:	[4]	9	0	28	2	0	181
6:	[34]	23	1	1	1	0	2
7:	[55]	3	0	4	0	0	3
8:	[45]	3	1	18	2	16	2
9:	[71]	38	0	0	1	3	0
10:	[2]	3	0	31	37	31	0
11:	[5]	2	1	0	9	6	1
12:	[10]	4	1	1	6	3	20
13:	[12]	52	0	8	9	7	0
14:	[65]	2	1	0	5	0	1
15:	[61]	1	0	1	4	1	0
16:	[38]	1	1	18	24	26	3
17:	[43]	5	0	7	0	13	21
18:	[23]	1	0	1	0	0	1
19:	[8]	3	1	1	76	16	0
20:	[53]	13	14	1	1	16	117
21:	[60]	3	0	5	4	5	0
22:	[56]	1	24	6	43	28	5
23:	[57]	30	0	1	0	0	0

Many available studies in the HR literature exist on the connection between HRMPs and organizational performance. Researchers, however, have doubts about the theoretical and empirical confirmation of such a connection [30]. [22] studied the relationship between HRMPs and company performance in Taiwan's high-tech industry. The findings revealed a significant relationship between company performance and HRMPs aspects. This includes learning and growth, teamwork, advantages, scheduling of human resources, efficiency assessment, and job security. Also, all six evaluated aspects positively affected the employees' productivity and job performance.

In Taiwan, [42] explored the effect of HRMPs on company results in the Taiwanese Steel Industry. The focus was on teaching and growth, teamwork, pays and rewards, HR planning, efficiency assessment, and employee safety to enhance job performance. [31]

provided a similar proof of this effect, examined a New Zealand company and found that the economic policies used (turnover and profitability) were closely linked to HRMPs. [32] reviewed government and private sector organizations. They revealed results comparable to [64], who found a favorable connection between HRMPs, employee empowerment, and company efficiency. [3] verified the relationship between HRMPs and efficiency by comparing a wide variety of HRMPs with the operational quality of companies.

Using the universal model, [7] analyzed 178 Greek manufacturing companies. They indicated that the "package" of HRM strategies and practices most relevant to hiring, coaching, advancement, rewards, advantages, participation and health, and security is positive. [21] studied 439 three-to-five-star restaurants to examine the effect of HRMPs on organizational quality in the Indian hotel industry. The findings

showed that the output in the hotel sector was favorably linked to HRMPs. Their correlation assessment showed that the efficiency of restaurants was favorably affected by hiring and choice, workforce planning, work layout, preparation and growth, quality circles, and pay and rewards.

Similarly, [50] sought to connect HRMPs with organizational results in their study investigating 35 software businesses in India. The results showed that defining a single HRMP as having a direct relationship with an organization's financial results was not feasible. Instead, all the HRMPs had an indirect effect on job performance.

In summary, a review of previous studies showed that the application of HRMPs cannot be uniform worldwide. The extent to which HRMPs have been fully enforced or the emphasis on specific HRMPs differs based on the specified framework in which businesses or organizations often function. Most of the related literature is conducted in developed countries, particularly western ones. Very little is conducted in developing countries, particularly in Arab countries, which have the quality of having a different culture and different behavioral patterns of the individuals that could significantly affect the results of these studies. Considering the few studies conducted in Arab countries, however, they are pretty outdated, having conducted more than ten years ago. As a result, not only is there a scarcity of studies in similar Arab countries and situations, but these few studies are already out of date, particularly during the COVID-19 pandemic and subsequent changes in the world. It is recommended to extend the study to investigate the moderation effect of major moderating groups on this relationship between the HRMPs and the employees' performance. For example, organizational culture, employee experience and position are major moderating variables used by many researchers in management fields, and the behavior would expectedly vary between different types of employees due to the differences in experiences, duties, and responsibilities.

## 4. Conclusion

This paper reviewed the relationship between Human Resource Management Practices (HRMPs) and organizational and employee performance. Various explanations were discussed, and the concept of HRMPs was debated according to different researchers' perspectives. It is agreed with the majority of the previous studies that HRMPs have a significant impact on job performance for both organization and employees. These results are going along with previous studies that suggested that further HRMP research across diverse societies and countries is essential. However, some studies have debated the importance of the HRMPs against other factors like organizational factors or social factors. Therefore, it is crucial to

understand what variables are vital in HRMPs in different contexts in Arab countries like Saudi Arabia. Also, identify the most significant variables that can affect the implementation of HRMPs in distinct organizational environments to improve firms' performance. Also, evaluations should be carried out to promote the HRMPs concept and framework for a practical application plan within the organization.

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