

HUMAN RESOURCES MANAGEMENT AND ITS IMPACT ON THE QUALITY OF JOB PERFORMANCE

Contents

Introduction.....	3
Research Problem	4
Research Significance	4
Research Objectives.....	5
Research Hypotheses	5
Research Model	7
Organisation for Empirical Study	7
Methodology	8
Data Collection:	8
Data Analysis:	10
Ethical Considerations	11
Literature Review.....	12
Theoretical Frameworks in HRM	12
HRM Practices and Job Performance	14
HRM and Organisational Culture	15
Challenges in HRM.....	17
Gaps in Existing Literature	19
References.....	20

Introduction

In a highly changing business environment, human resource management (HRM) is key to maintaining a conducive working environment (Haerani et al., 2020). Organisations working in different industries have recognised that their most valuable assets are not other employees. The reason behind this is employee performance, which is directly related to organisational success. The field of HRM includes a large range of functions (Davidescu et al., 2020). This includes training, recruitment, performance appraisals, and relationships with employees. All these functions played a pivotal role in designing the working environment and impressive job performance (Mulang, 2021). This research study will discover the complex relationships among HRM practices and top-notch job performance, demonstrating the manner in which efficient HRM may improve employee retention, efficiency, and general company effectiveness.

The concept of job performance has different elements to be considered. This includes not only completing tasks without compromising on quality or efficiency but also developing tasks involuntarily (Masri and Jaaron, 2017). Therefore, high-quality job performance is key to attaining organisational goals, maintaining a competitive edge, and boosting creativity. Consequently, it is vital for scholars as well as practitioners in the human resources profession to comprehend the elements that lead to exceptional work performance (Guest, 2017).

Human resource management can have a pivotal impact on job performance by using different mechanisms. This involves the recruitment and selection process to ensure that the right individual is placed in a role where they can improve their skills. For this, training and development programs must be designed to equip employees with essential skills and knowledge to perform their jobs on time (Haerani et al., 2020). Therefore, performance appraisal systems offer regular feedback, supporting employees to better understand advantages and refine their skillset (Davidescu et al., 2020). Pay and benefit plans also have the power to inspire workers to reach greater performance standards by recognising achievement and offering rewards for sustained effort.

Moreover, the organisational culture is designed by human resources management practices, which significantly impact job performance (Meijerink et al., 2022). This positive work environment can promote a team-working environment, recognition, and a sense of ownership to boost employee motivation (Mulang, 2021). On the other hand, a toxic working environment

can lead to poor management practices, low work performance, excessive employee turnover, and general organisational inefficiencies that might result from a lack of support (Guest, 2017).

This research study will provide various discussions about human resource management and its impact on job performance through comprehensive literature and methodology. This dissertation will also analyse HRM practices, including employee engagement strategies and leadership styles, leading to job problems as well. In order to help HR professionals and managers in organisations enhance their HRM processes and boost their job performance, the study will look at these links in order to yield important insights.

Research Problem

This research study aims to cater to different problems. These questions will guide the research study about relationships among human resource management and job performance, offering actionable recommendations for HR professionals.

1. Which particular HRM strategies are most crucial to boosting employee satisfaction levels?
2. What role do organisations, culture, performance appraisal, and feedback play in increasing employee productivity and efficiency levels?

Research Significance

The significance of this research lies in its potential to offer a comprehensive analysis of the complex relationships between HRM practices and job performance levels. In this highly competitive business environment, where organisations are heavily investing in human capital, understanding effective management and optimisation of resources is essential (Masri and Jaaron, 2017). Therefore, by examining the impact of different HRM strategies on job performance, the goal of this study is to pinpoint optimal procedures that can raise worker output, contentment, and general organisational effectiveness.

In the case of human resource professions and organisational leadership, the outcomes of this research will serve as a valuable way forward to design and implement HRM practices to boost a conducive working environment (Davidescu et al., 2020). Therefore, inadequate HRM practices, which are key to promoting employee engagement and motivation level, and

enhancing personnel management techniques may help firms perform better as a whole, enhance retention rates, and lower turnover (Masri and Jaaron, 2017).

Furthermore, this research study will contribute to the academic field by filling gaps that exist in the literature review about HRM practices and job performance metrics. This will provide empirical evidence about the effectiveness of various HRM practices as well as a foundation for future studies. Finally, this study intends to help businesses achieve outstanding results by emphasising the crucial role of HRM in generating job performance and, as a result, company success.

Research Objectives

There are a number aims that this research study is looking to achieve. Following are the research objectives:

1. To analyse the potential impact of different human resource management practices based on the quality of job performance.
2. To highlight particular human resource management practices that can optimally boost employee productivity and satisfaction levels.
3. To discover the role of organisational culture, designed by human resource management to increase the job performance of employees.
4. To discover the influence of performance appraisal and feedback systems on employee motivation levels.

Research Hypotheses

This research will revolve around various hypotheses associated with the impact of HRM practice on making job performance better (Mulang, 2021). These hypotheses are built on the premise of effective HRM practice, which is key to boosting employee performance, satisfaction level, and overall organisational efficiency.

Hypothesis 1: Effective recruitment and selection processes positively impact job performance.

This hypothesis highlights that when organisations implement a well-crafted recruitment and selection process, they are likely to recruit people who have the required skills and attributes

that are aligned with the job requirements, contributing to a high level of performance (Davidescu et al., 2020).

Hypothesis 2: Comprehensive training and development programs enhance employee performance.

In this hypothesis, employees should be provided essential continuous training and professional development opportunities that are linked with their particular skillset and knowledgeable for future requirements of the organisation to refine their job performance metrics (Masri and Jaaron, 2017).

Hypothesis 3: Performance appraisal and feedback systems positively influence job performance.

This hypothesis is based on a well-crafted and regular performance appraisal linked with updated feedback, helping employees to know their potential strengths and areas for improvement and enabling them to perform better in the future as well (Guest, 2017).

Hypothesis 4: A positive organisational culture, shaped by HRM practices, enhances job performance.

In this hypothesis, it is recommended that organisational culture play an important role in teamwork, recognition, and a sense of belonging regarding employee motivation and morale, contributing to increasing their job performance (Meijerink et al., 2022).

Hypothesis 5: Effective compensation and benefits packages improve job performance.

In this hypothesis, it is suggested that employees should be given a fair wage and benefits that motivate them to do their job well in the organisation.

By assessing these assumptions, this study hopes to provide empirical data on the link between HRM practices and job performance, providing significant insights for enhancing HR strategies to improve organisational results.

Research Model

In order to assess the research study model, human resource management practices and job performance are designed to systematically discover the relationship among these two factors. This model includes prominent components like job results, HRM practices, and mediating variables.

1. **HRM Practices:** These practices should be seen as key to better studying recruitment and selection, training, competition, development, and employee engagement strategies designed by management (Haerani et al., 2020). The study model's autonomous variables are these practices.
2. **Mediating Variables:** This model is integrated with mediating variables to better understand the way forward by using human resource practices in the job performance. These variables involve job satisfaction level, organisational culture, and employee motivation as well. However, these factors play a critical role in determining the impact made by HRM on the performance of employees (Meijerink et al., 2022).
3. **Job Performance Outcomes:** Every organisation needs better outcomes from its job performance, which is made up of dependent variables metrics (Masri and Jaaron, 2017). These results can be gauged through various dimensions, like contextual performance and overall job efficiency. The emphasis is on evaluating the calibre, originality, and conformity to organisational norms of the work in addition to its quantity.

Organisation for Empirical Study

In order to provide an empirical study for this research study, the hospital industry is being used. This area is better positioned to highlight the potential impact of human resource management on job performance due to its dependence on employee interaction and customer satisfaction (Wickham and Wong, 2018). In particular, an emphasis on well-designed hotel chains like Marriott International can offer variable insight.

The hospitality industry is seen as a sector that has people who are tirelessly working, and their employees are playing a key role in offering a better customer experience. Therefore, job performance is directly related to guest satisfaction, quality of service, and the financial success of the organisation (Neupane and Khanal 2022). Thus, knowing how HRM methods affect

worker performance in this sector might provide important insights that apply to other service-oriented industries as well.

As a global leader in the hospitality industry, Marriot International is seen as an institute to implement robust human resource management practices (Wickham and Wong, 2018). This company provides comprehensive support for employee training, development, and performance management and offers rich ground to examine HRM on-the-job performance (Virdanty et al., 2023). Marriott's dedication to creating a healthy corporate culture, along with its focus on the well-being of employees and engagement, make it an appropriate case study for this study.

The core focus of this research is on Marriot International. This research will discover the HRM strategy for the implementation of high levels of employee performance and satisfaction (Gagic and Jovicic, 2017). Marriot is providing well-designed training programs, performance appraisals, and employee recognition plans to better analyse the understanding effectiveness and increase job performance ((Neupane and Khanal 2022). Furthermore, analysing the organisation's strategy for upholding a welcoming and inclusive workplace may shed light on how organisational culture affects worker productivity and motivation.

Methodology

The qualitative technique is used in this research study. This technique provides a comprehensive understanding of the various perspectives of human resource management practices and impacts made by them to increase job performance. By using these qualitative method, all the aims and objectives mentioned in this research will be achieved. Moreover, qualitative data collection methods will be employed, providing different perspectives about HRM practices around the world (Hahn, 2014). The employment of HRM practices will be enough to thoroughly investigate the HRM practices and its impacts on employees regarding job performance.

Data Collection:

Qualitative Method: The qualitative data used in this dissertation is a cornerstone to understanding the complete knowledge of HRM strategies views and provides a more educated and empathic approach to explore the impacts made by these strategies on the job. There are 18 well-researched papers that are extracted from Google Scholar (6 research papers), ProQuest (3 journals), IEE Xplore (2 research papers), PubMed (2 research papers), and Scopus (3

research articles), as well as the annual reports of different organisations from different countries, which comprise 4 reports related to different regions of the world. Such a vast range of databases makes it possible to create a vast and varied corpus of knowledge, comprising credible publications, reports with authority, and peer-reviewed research. A number of keywords were used, including “Human Resource Management,” “inclusion of HRM strategies in organisations,” “scope of HRM practices,” “challenges for organisations to implement HRM practices,” “implementation of HRM practices for job performance,” and “flexible approaches to manage employees.” This ensures a thorough examination of the factors that play an important role in the lives of employees when perform well on their jobs. By using semi-structured interviews with key stakeholders, including HR professionals, community members, experts, and business leaders, a comprehensive investigation into the HRM practices.

Sampling: Human resource management practices can have a long-term impact on employees’ job performance. The stratified basis technique is used to highlight the comprehensive analysis of the experience of employees on the job (Sharma, 2017). The samples from the National Autistic front desk, housekeeping, food, and beverages were based on their job roles and departments.

The purposive sampling method is used in this research study. The sample aims to get the maximum prevalence of different people playing their roles in organisations as per their tenures, roles, and performance ratings to get different perspectives about HRM practices (Alvi, 2016). This sampling method will help us better understand the wider spectrum of these HRM strategies. Moreover, the inclusion criteria of this sample focus on the employees for whom HRM is being implemented by Marriott International. Using this approach will guarantee that you get pertinent and in-depth data from staff members who are likely to offer insightful commentary on HRM procedures and how they affect work output (Singh and Masuku, 2014).

There are different efforts used in the selection of people participating in this sample collection process. The people who are included have a profound understanding of the different HRM strategies that are being used by organisations to make job performance better (Taherdoost, 2016). Therefore, a prospective sampling approach will be used to extract insight into the complex relationship between HRM practices and job performance.

Semi-structured Interviews: This section is used as the primary data collection method in this research to grasp the profound analysis of HRM practices and their implementation to boost

the job performance of employees. The semi-structured interviews were used to extract the detailed analysis of this research study (Adeoye-Olatunde and Olenik, 2021).

Therefore, a semi-structured interview will provide a detailed analysis of the body of research, and input from HR professionals from organisations will guide the manual's creation, ensuring its applicability and comprehensiveness.

These views are comprised of different contexts, including HR and employee's experiences with HRM practices, their opinions about the supporting strategies, issues faced, and suggestions that are made to boost human resource management practices (Kallio et al., 2016). Moreover, open-ended questions will provide an opportunity for all participants to express their perspectives regarding job performance. The medium of the interview depends on the respondent's preferences and their location. The flexible nature of the semi-structured format will allow research to investigate more in-depth aspects of employee interactions, with widespread acceptance and burgeoning themes.

Data Analysis:

Qualitative Method: Thematic analysis is used to analyse the qualitative data, which provides insight about the patterns and perspectives revealed in the literature used for this research. Thematic analysis will help to understand HRM strategies and their potential impact on the job performance of employees in the long run.

The first step of this thematic analysis is to analyse the opinions of semi-structured interviews with participants. In this process, all the representative responses are collated in a separate worksheet to get the common tone of the majority of participants. Certain themes, trends, and important topics that appear across the collection may be identified by investigators. This initial step is necessary for the qualitative data analysis.

Systemic processes like data coding are used to label the different opinions of participants, which shows their innovative ideas and their unique experience of working at Marriot International. This code will help in tracking important content provided by the participants. Therefore, the use of data coding is important for research to identify repetitive themes and diverse opinions of participants as well, making this qualitative data analysis more organised.

All the identified themes are used for critical analysis and interpretation in light of research results and existing literary reviews. In this way, research can deeply understand the

complicated web of data and its factors. This insight will be used to establish the policy for employees. With a thorough interpretation of these thematic analyses, research will be able to reveal interpretations, spot patterns, and clarify the themes' importance in relation to the larger study framework. Lately, data interpretation has given insight into one of the most important parts of this study: employees.

It is important for every study to be based on credible and reliable findings. Therefore, triangulation, as an important part of any qualitative research, demands comparison and interpretation to increase the validation of the analysis. By using qualitative data analysis, this study will validate emerging trends, recommendations to solve issues, and the credibility of the analysis provided in this study. It strengthens the theme analysis's credibility and thoroughness and offers a solid basis on which to infer significant findings from the qualitative evidence.

Ethical Considerations

Different ethical considerations will be a priority in this research study. The first step must be the creation of a consent form. This will inform every participant in the interview about their rights, the actual purpose of this research study, and what their contribution means to the researcher. After the collection of data, safeguarding this data must be priority number one (Eaton, 2020). Different methods, like authorised personnel entry, can be used so no other person can use sensitive information about respondents (Suri, 2020). All the sensitive documents must be placed in a safe location where researchers can access them on time.

This research is not aiming to harm anybody's identity or reveal it at any stage. Even every participant is given full discretion to quit this research study without any explanation. This is their sole right to do so. This research study will employ different meetings to safeguard the sanctity of this research. As every respondent will be free to leave this research study at his own discretion, no explanation will be required (Emami et al., 2019). In this way, this research study will also uphold high standards without compromising on the rights given by the ethical guidelines.

Literature Review

This section will provide information about the organisations that are using human resource management to improve the job performance of employees. Different research's related to the impact of HRM strategies has provided by the HR professional, experts and researchers. These studies provide rigorous research on job performance levels by employing effective human resource management strategies. Therefore, the role of HRM cannot be ignored in modern business operations.

Theoretical Frameworks in HRM

As per the research study carried out by Davidescu et al. (2020), a number of organisations have over relied on HRM strategies to leverage human resources to achieve the overall organisational objective. Therefore, HRM strategies cannot be completed without the management of human resources and the creation of a managerial skillset. These strategies must be in line with the regulations and labor laws practiced in the respective countries. In addition, organisational objectives must be aligned with the motivational skills of managers so they can be successful in their careers (Mulang, 2021). Organisations face deeper problems in today's automated and networked environment, which makes effective HR administration crucial now more than ever.

Various studies have provided key insights about HRM theories to make HR practices perfectly align with employee's capabilities to participate in organisational objectives without compromising their mental health (Haerani et al., 2020). All these theories are the foundation for providing key information about human resource professional managers (Guest, 2017). Each of the three main theories: the resource-based approach, motivational theory, and human resources theory. These ideas may present several angles on how businesses might use their workforce to maintain a competitive advantage (Meijerink et al., 2022).

The Human Capital Theory is explained in its research study by Gagic and Jovicic-Vukovic (2017), highlighting employees as the foundational brick of any organisation so they can successfully achieve organisational outcomes. This theory will provide ample investment made by organisations to polish the skillset of employees by proving mandatory training and technical education with the passage of time (Wickham and Wong, 2018).

By prioritising the growth of human resources, businesses may leverage high levels of creativity and job satisfaction. Masri and Jaaron (2017) have provided insight about the Human Capital Theory that the well-designed HRM strategy by the management can nurture people with a high skillset, contributing to boosting overall organisational performance.

A resource-based view, however, provides a way forward for organisations to take full advantage of their skilled employees. Effective employees can make sure that the company maintains its competitive edge for a long time (Haerani et al., 2020). This theory has been employed by HR professionals worldwide to use their effective and skilled workforce as an approach to achieving overall organisational goals. This theory also places emphasis on the managers who are working in HR departments to retain people with high skillsets and design sustainable strategies for them as well (Mulang, 2021). In this way, organisations have shown that skilled people can also save companies resources in many ways. RBV's emphasis on the complete management of humans, in which firms might distinguish themselves by building a team others find difficult to reproduce, is critical to job performance.

Various studies have been done on the different motivation theories employed by organisations to achieve their objectives. In this regard, McGregor's Theory X and Theory Y, Herzberg's Two-Factor Theory, and Maslow's Hierarchy of Needs cannot be overlooked. Herzberg's Two-Factor is revealed around the physiological needs of any employee (Neupane and Khanal, 2022). These factors can minimise dissatisfaction, and motivation factors can boost job satisfaction levels. Finally, McGregor's Theories X and Y offer several perspectives on the degree of employee motivation. Theory X can assume employees have a low productivity level and require supervision from their managers. On the other hand, Theory Y can assume employees who are self-motivated and looking forward to promoting autonomy.

Another research study carried out by Virdanty et al., (2023) has highlighted relevant theories about job performance, as they can focus on the key importance of strategic HRM in boosting employee effectiveness in the workplace. Furthermore, human capital theory and RBV can highlight the need for Organisations to invest in their workforce as a key resource to attain competitive advantage. Conversely, theories of motivation emphasise the significance of establishing a work atmosphere that satisfies employees' needs and promotes participation, drive, and satisfaction.

HRM Practices and Job Performance

The research study conducted by Neupane and Khanal (2022) has highlighted two key factors for HRM practices: selection and retention performance. These two factors have the potential to impact employee performance. As a transparent selection process can make sure Organisations can hire the right people for the right job, make sure that organisation can hire people who are fit for their roles. Different studies have highlighted that a carefully designed recycling process can contribute to a high level of perforation and a lower turnover rate. The research study conducted by Guest (2017) recommended that interviews and validated selection tools can be correlated with job performance. Moreover, Google, and IBM can be seen as case studies to highlight the success of stringent hiring procedures in finding top performers who add to the success of the company. These procedures not only lower the possibility of hiring unqualified candidates, but they also raise worker productivity and effectiveness levels.

The research study provided by Wickham and Wong, (2018) has explained that persistent professional development can play a critical role in boosting job performance. Training and development programs can provide employees with critical skills and knowledge to better perform their duties. More importantly, best practices can make sure that employee training includes job-related training and provides opportunities to increase skillsets and sustainable learning (Meijerink et al., 2022). The authors focused on various Organisations to invest in employee skillset development and show a high level of job performance. For example, different companies like Cisco and Microsoft can implement well-crafted training programs, contributing to increasing cultural creativity in the Organisation (Darmawan et al., 2020). Organisations may guarantee that their workforce is competent and motivated by cultivating a society that encourages continuous acquisition of knowledge, which will have a direct influence on their efficiency and participation (Ali and Anwar, 2021).

There are a number of successful companies that use performance appraisal systems to assess and improve job quality. In this backdrop, regular feedback can make sure that employees have a better understanding of their strengths and areas for improvement, boosting the culture of persistent growth (Anwar and Abdullah, 2021). There are studies that have highlighted that performance appraisals are objective and aligned with overall Organisational goals. General Electric and Adobe are key companies to employ their performance management systems to

focus on continuous feedback and design support as compared to conventional annual performance reviews (Wickham and Wong 2018). Higher staff engagement and enhanced productivity outcomes are the results of this strategy. Consistent criticism not only helps professionals improve their abilities, but it also drives them to meet their performance goals, thus improving average job quality.

In order to retain highly talented people, well-crafted, competitive compensation packages are key to increasing their job performance. As per the research carried out, Ali and Anwar (2021) explained that a handsome salary and benefits can be directly linked with a high level of job performance. There are two case studies where Amazon and Salesforce are providing handsome salary packages and other benefits, like well-being packages, to their employees. By this way, these companies are extracting high levels of performance from employees and boosting their motivation level every day (Knies et al., 2024). Non-cash benefits encourage stress management, a healthier work-life balance, and general fulfilment at work, all of which may increase productivity and decrease employee attrition.

There are different research studies that have shown that employee engagement levels can play a key role in job performance. In this regard, employees must be motivated and show their sheer commitment to their duties. According to the research studies highlighted by Meijerink et al. (2022), there are a number of organisations that use high levels of employee engagement to minimise turnover rates within the organisation. The number of strategies will be increased to increase the employee engagement level and create a conducive working atmosphere, involving providing supporting opportunities related to career growth. Companies such as Google have instituted engagement programs that prioritise the professional growth and welfare of their staff, resulting in increased worker productivity and retention percentages (Darmawan et al., 2020).

HRM and Organisational Culture

The HRM approach to develop and improve corporate culture without sacrificing managerial oversight has been the subject of several thorough studies. This will probably include incentives, training, and output leadership, in addition to having an impact on cultural values (Ali and Anwar, 2021). By hiring employees who appreciate standards at work, HRM may, in this way, offer a roadmap for transforming corporate culture. HRM techniques have been used for supporting employees in infusing these values into their regular work routines and decision-

making procedures in order to achieve this (Davidescu et al., 2020). Employing companies that prioritise social responsibility and employment, such as Patagonia and Ben & Jerry's, have effectively developed a distinctive culture. HRM tactics may be coordinated with cultural goals to create a supportive and harmonious workplace that raises the effectiveness of the firm as a whole.

Anwar and Abdullah's (2021) inquiry has demonstrated that a healthy corporate culture may significantly improve job performance and foster a stimulating and helpful work environment. The writers have also demonstrated that it is the duty of employees to foster an environment that allows them to collaborate. In this approach, companies with a big workforce are creating HR strategies that support a positive workplace culture and raise employee performance. Netflix has established work environments that are conducive to a productive and joyful work culture, allowing workers to make valuable contributions to the general success of the firm (Haerani et al., 2020). In addition to increasing job happiness and employee participation, a positive work environment fosters constructive teamwork and cooperation, all of which are essential for attaining organisational objectives and producing outstanding results (Wickham and Wong, 2018).

An effective and long-lasting corporate culture is being fostered via the use of a variety of HRM techniques. In this context, effective communication, development for leaders, and incentives for staff members are the basis of human resource management. By putting these elements into practice, employers may ensure that staff members are aware of the standards and ideals of the company (Haerani et al., 2020). On the other hand, the goal of leadership development programs is to provide leaders with appropriate role models so they can foster the necessary cultural behaviours. This might include appreciation and incentive schemes that fit well with the cultural norms of the company. Salesforce and Zappos, for example, have effectively utilised similar tactics to create a dynamic work environment with high turnover and efficiency.

When it comes to global organisations, the research study provided by Ali and Anwar (2018) has highlighted that cross-cultural consideration can be used to manage a diverse workforce and maintain a robust organisational culture (Wickham and Wong, 2018). HRM strategies are used to guide cultural differences and design inclusive practices that respect diverse perspectives. Therefore, a better understanding of cultural diversity will help HRM design strategies that accommodate different cultural values. Companies like IBM and Unilever have

successfully designed cross-cultural programs to equip their employees with effective communication skills so they can communicate with people from different cultural backgrounds (Masri and Jaaron, 2017). HRM can improve work performance and guarantee that all employees, no matter their ethnic origin, are respected and understood by resolving different cultures and fostering inclusion.

In order to manage organisational culture, it shows various challenges and opportunities interlinked with HRM. One of the notable challenges is making sure cultures are aligned with different demographic locations. As explained by Darmawan et al. (2020), when organisations decide to expand worldwide, maintaining a vibrant culture is needed to adapt to the local cultural context. On the other hand, this also highlights the opportunity for HRM to design flexible strategies to balance global cultural values with local practices. Multinational corporations, for instance, could develop open, fundamental cultural concepts that permit localised modifications (Neupane and Khanal 2022).

Challenges in HRM

There are a number of challenges highlighted by Wickham and Wong (2018) that are faced by human resources professionals when they are designing strategies to increase the job performance of employees. One of the notable challenges is effectively managing the complex nature of workforce needs. Employee needs can change or be different when it comes to career growth concerns and work-life balance (Virdanty et al., 2023). In this regard, HR professionals need to come up with strategies that can manage employee's fair needs.

Another key challenge for HR professionals is making sure that HR strategies are aligned with organisational goals. For this, HR professionals need to come up with programs to cater to workers' needs (Gagic and Jovicic, 2017). Moreover, better manage employee performance levels as the position manager, catering to various issues like conflicts, which can be a difficult task to manage. In order to meet these difficulties, human resources managers must be adaptable, strategic, and skilled in managing a broad variety of problems that affect employee performance and the effectiveness of the organisation as a whole (Masri and Jaaron, 2017).

Since the advent of remote work, culture and IT have deeply impacted HRM practices in organisations. As remote work culture is also linked with various challenges like joint team effectiveness, guaranteeing productivity, and managing performance to a certain extent

(Haerani et al., 2020), HRM Manager should create and come up with ideas that are capable of monitoring employee performance and providing necessary support to employees who work from home. This can be done by employing virtual collaboration tools for smooth communication (Knies et al., 2024). On the other hand, the advent of technology in HRM, like data analysis software, ensures HR managers can take full advantage of employee data. This technology can offer managers the facility to make data-driven decisions (Meijerink et al., 2022). HR procedures must adapt to recent advances by taking a proactive approach to using science and technology, addressing any potential hazards, and ensuring functioning from home does not decrease productivity or staff engagement.

Mulang (2021) has explained several legal and ethical codes associated with the different dynasties of HRM. These factors are responsible for increasing job satisfaction and making the image of the organisation even better. In this regard, HR managers look into the complex labor laws and other regulations that are related to employee well-being and other job requirements. This can ensure that aligning with the provided laws minimises the chance of the company getting stuck in any legal issues and deteriorating working conditions. Therefore, it is the responsibility of HR managers to not only ensure all ethical considerations are fulfilled but also secure the private information of employees who are providing their services (Masri and Jaaron, 2017). For example, the moral issues surrounding employee data and ensuring that performance reviews are carried out impartially. HR professionals need to stay current on relevant laws and ethical principles and create robust policies and processes that uphold these ideals in order to effectively address these moral and constitutional quandaries (Mulang, 2021).

In order to better solve these issues from the perspective of HR managers, we must cater to various challenges to boost job and organisational success. Furthermore, human resources must balance the need for agility and flexibility with the need for consistency (Meijerink et al., 2022). This includes staying up-to-date with data about legal considerations, sophisticated technology, and refining HR practices to cater to the changing needs of the workforce. Moreover, HR managers need to design a positive organisational culture to support high performance and cater to challenges linked to employee engagement levels (Haerani et al., 2020). HR specialists may enhance work performance and support the overall success of their companies by handling this complexity with skill.

Gaps in Existing Literature

Apart from the number of studies done on HRM and job performance subjects, different gaps should remain in the existing literature. One of the key gaps is to explore various logistical studies that track the sustainable impact of HRM practices on organisational results and employee performance. Moreover, current studies from 2017–2024 have insight that may not fully grasp all the effects of HRM interventions. Furthermore, little study has been done on how conventional HR processes, the rise of technology, and work from home interact, especially in terms of how these elements affect staff morale and productivity over time.

There are still areas to be discovered involving the effectiveness of a hybrid working model and the impact of the latest HR technologies regarding employee experience. This research can cater to cross-cultural differences about HRM practices and their effects on teams. Gaining an understanding of these elements will help you see how HRM might be adjusted to improve job performance in a changing and varied workplace.

References

- Adeoye-Olatunde, O. A., & Olenek, N. L. (2021). Research and scholarly methods: Semi-structured interviews. *Journal of the american college of clinical pharmacy*, 4(10), 1358-1367.
- Anwar, G., & Abdullah, N. N. (2021). The impact of Human resource management practice on Organisational performance. *International journal of Engineering, Business and Management (IJEEM)*, 5.
- Ali, B. J., & Anwar, G. (2021). An empirical study of employees' motivation and its influence job satisfaction. *Ali, BJ, & Anwar, G.(2021). An Empirical Study of Employees' Motivation and its Influence Job Satisfaction. International Journal of Engineering, Business and Management*, 5(2), 21-30.
- Alvi, M. (2016). A manual for selecting sampling techniques in research.
- Davidescu, A. A., Apostu, S. A., Paul, A., & Casuneanu, I. (2020). Work flexibility, job satisfaction, and job performance among Romanian employees—Implications for sustainable human resource management. *Sustainability*, 12(15), 6086.
- Davidescu, A. A., Apostu, S. A., Paul, A., & Casuneanu, I. (2020). Work flexibility, job satisfaction, and job performance among Romanian employees—Implications for sustainable human resource management. *Sustainability*, 12(15), 6086.
- Eaton, S. E. (2020). Ethical considerations for research conducted with human participants in languages other than English. *British Educational Research Journal*, 46(4), 848-858.
- Emami, M., Rezaei, S., Sangani, B., & Goh, S. K. (2019). Ethical Considerations in Quantitative Tourism and Hospitality Researches. *Quantitative Tourism Research in Asia: Current Status and Future Directions*, 311-322.
- Gagić, S., & Jovičić-Vuković, A. (2017, June). BEST HUMAN RECOURCES PRACTICES IN THE HOTEL INDUSTRY. In *Tourism International Scientific Conference Vrnjačka Banja-TISC* (Vol. 2, No. 1, pp. 113-131).
- Haerani, S., SUMARDI, S., HAKIM, W., HARTINI, H. and PUTRA, A.H.P.K., (2020). Structural model of developing human resources performance: Empirical study of Indonesia states owned enterprises. *The Journal of Asian Finance, Economics and Business*, 7(3), pp.211-221.

- Guest, D. E. (2017). Human resource management and employee well-being: Towards a new analytic framework. *Human resource management journal*, 27(1), 22-38.
- Kallio, H., Pietilä, A. M., Johnson, M., & Kangasniemi, M. (2016). Systematic methodological review: developing a framework for a qualitative semi-structured interview guide. *Journal of advanced nursing*, 72(12), 2954-2965.
- Knies, E., Boselie, P., Gould-Williams, J., & Vandenabeele, W. (2024). Strategic human resource management and public sector performance: context matters. *The international journal of human resource management*, 35(14), 2432-2444.
- Mulang, H. (2021). The effect of competences, work motivation, learning environment on human resource performance. *Golden Ratio of Human Resource Management*, 1(2), 84-93.
- Masri, H. A., & Jaaron, A. A. (2017). Assessing green human resources management practices in Palestinian manufacturing context: An empirical study. *Journal of cleaner production*, 143, 474-489.
- Meijerink, J. G., Beijer, S. E., & Bos-Nehles, A. C. (2022). A meta-analysis of mediating mechanisms between employee reports of human resource management and employee performance: different pathways for descriptive and evaluative reports?. In *Strategic Human Resource Management and Organisational Effectiveness* (pp. 170-218). Routledge.
- Neupane, R., & Khanal, T. R. (2022). Evaluation of The Impacts of Training on Employee Performance in The UK Hotel Industry: An Analysis of Employees' Perspectives at Marriott International. *International Journal of Research-GRANTHAALAYAH*, 10(3), 57-85.
- Virdanty, S. D., Nadra, N. M., Wendri, I. G. M., & Sari, P. Y. W. (2023). Human Resources Efforts to Improve Employees Performance at JW Marriott Surabaya. *International Journal of Glocal Tourism*, 4(4), 343-359.
- Suri, H. (2020). Ethical considerations of conducting systematic reviews in educational research. *Systematic reviews in educational research: Methodology, perspectives and application*, 41-54.
- Singh, A. S., & Masuku, M. B. (2014). Sampling techniques & determination of sample size in applied statistics research: An overview. *International Journal of economics, commerce and management*, 2(11), 1-22.

Sharma, G. (2017). Pros and cons of different sampling techniques. *International journal of applied research*, 3(7), 749-752.

Taherdoost, H. (2016). Sampling methods in research methodology; how to choose a sampling technique for research. *International journal of academic research in management (IJARM)*, 5.

Wickham, M., & Wong, T. (2018). Exploring the strategies underpinning Marriott's Rewards practices in the emerging Chinese hotel industry. In *The Routledge Companion to Reward Management* (pp. 358-370). Routledge.