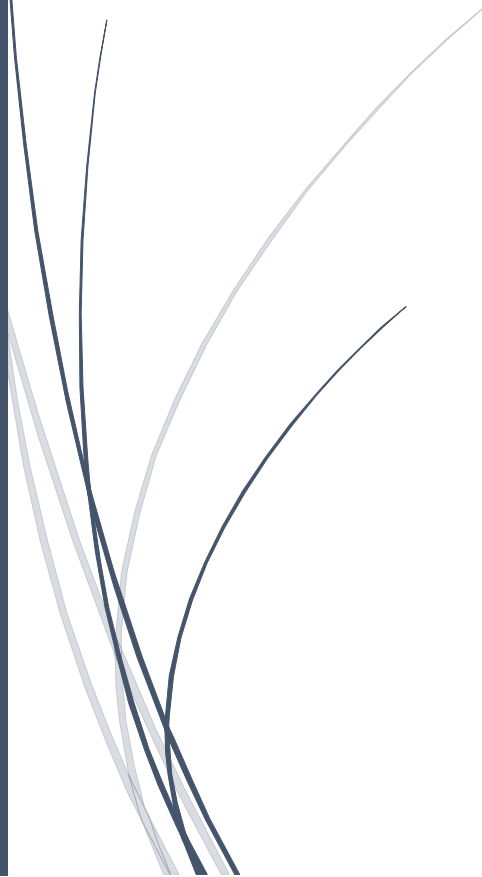




Final Project 2

PMG 497

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



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

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I would like to express my heartfelt gratitude to all those who supported and guided me throughout the course of this research study. My deepest thanks go to my supervisor, whose valuable insights, encouragement, and expertise have been instrumental in shaping the direction of this work.

Dedication

I dedicate this research study to my mentors and professors, thank you for your invaluable guidance and inspiration throughout this process. This work is also dedicated to the countless professionals in the field of Human Resource Management, whose dedication to improving workplace environments has been a source of motivation for this research.

Abstract

This research study has discussed various aspects of human resource management (HRM) strategies. These strategies are responsible for increasing organisational performance. Moreover, key HRM theories like resource-based view and motivational frameworks, human capital theory. This also highlighted the importance of aligning employee capabilities with organisational objectives. This research study also caters to HRM practices like recruitment, retention, and training. In addition, research studies have discussed challenges faced by HR professionals in changing working environments. This includes cultural diversity and remote work. Lately, findings have recommended that effective HRM strategies are responsible for boosting productivity and motivating the workforce.

Keywords: *Human Resource Management (HRM). Organisational Culture, Job Performance, and Employee Engagement.*

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Chapter 1: 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). Thus, the achieving organisational objectives, keeping a competitive advantage, and increasing innovation all depend on high-quality job performance. As a result, researchers and practitioners in the human resources field must understand the variables that contribute to excellent 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). For this application, systems are being employed by organizations to get regular feedback, track employees performance, and make them fully skilled for challenges in

the future (Davidescu et al., 2020). Pay and benefit programs may also motivate employees to exceed performance expectations by acknowledging accomplishments and rewarding consistent effort.

In addition, organizational culture is nurtured by human resource management practices. These strategies can create a positive impact on the job performance of employees (Meijerink et al., 2022). A conducive working environment has the capability to create a teamwork culture and promote sense ownership among employees. In this way, employees stay motivated in front of possible challenges (Mulang, 2021). As compared to a harsh working environment, where inadequate job performance, high staff turnover, bad management techniques, and overall inefficiency in the organization might be brought on by a lack of assistance (Guest, 2017).

In this research study, discussion and comparative analysis will be achieved about HR practices and their significant impacts on job performance. For this, rigorous work done by experts and HR professionals will be utilized. Moreover, this research study will also provide key insights about leadership styles, theories, and their effectiveness in creating HRM strategies. In this way, HR professionals and managers in organizations may improve their HRM procedures and raise their work performance; the study will look at these relationships to give crucial insights.

1.1. Research Background

In order to get insight about HR strategies effectiveness in achieving overall organizational goals, the hospital sector will be used. This sector has been using HR strategies over the years to make employees more efficient and good at their jobs. In this way, hotel management can also increase customer satisfaction levels as well (Wickham and Wong, 2018). Especially big giants Marriott International, in which HR practices have shown their effectiveness.

Over the decades, the hospitality sector has been seen as an area where services are needed 24/7 and where employees need to be proactive and able to increase customer satisfaction levels. Thus, there exists a clear correlation between work performance and the financial success of the organization, visitor happiness, and customer service (Neupane and Khanal 2022). Therefore,

understanding how HRM practices impact employee performance in this industry may offer crucial insights that also apply to other companies that prioritize service.

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.

1.2. Research Problem

There are a number of challenges related to HR practices faced by organizations to increase job performance levels. In order to cater these issues, this research study will not provide key insights but also way forward to implement HR strategies in its full spirit.

1.3. Research Significance

This research study has the potential to provide a comprehensive analysis of various aspects of HRM practices, particularly when it comes to increasing the job performance of employees. As businesses are getting competitive with every application, organizations are looking to invest in polishing their human capital, using effectively and optimally resources in their full strength (Masri and Jaaron, 2017). As a result, by studying the influence of different HRM tactics on job performance, the purpose of this study is to find ideal procedures that can boost worker production, satisfaction, and overall organizational 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). Thus, poor HRM practices, which are essential for raising employee motivation and engagement, and improving people management strategies may improve overall business performance, increase retention rates, and decrease 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.

1.4. Research Questions

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?

1.5. Research Objectives

This research study is looking to achieve various objectives. These are objectives which should be considered:

1. Highlighting key human resource practices to increase employee productivity and satisfaction level in organisations.
2. Exploring the key role of organisational culture, particularly for HR management, boosts job performance levels.
3. There are a number of challenges related to HR practices faced by organizations to increase job performance levels. In order to cater to these issues, this research study will not only provide key insights but also a way forward to implement HR strategies in their full spirit.

1.6. Research Hypotheses

There are number of theories that proved to be effective in implementing HR strategies to increase the job performance of their employees (Mulang, 2021). Moreover, well-designed theories can provide a better idea of how to align HR practices to enhance satisfaction levels and their effectiveness on the job.

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

This hypothesis demonstrates how companies that use a well-designed recruiting and selection process are more likely to hire candidates with the qualifications and qualities needed for the position, which raises performance levels (Davidescu et al., 2020).

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

In this hypothesis, Employees should have access to chances for career growth and ongoing training that are relevant to their skill set and aware of the organisation's future expectations in order to improve 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.

1.7 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 procedures should be seen as essential to understanding management's plans for employee engagement, competitiveness, training, development, and recruitment and selection (Haerani et al., 2020). The study model's autonomous variables are these practices.
2. **Mediating Variables:** This model is used with mediator factors to better comprehend the path forward by incorporating human resource strategies into job performance. These characteristics also include staff inspiration, organizational culture, and work fulfilment level. 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 caliber, originality, and conformity to organisational norms of the work in addition to its quantity.

Chapter 2: Literature Review

2.1 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). The concept has been used by HR experts all over the world to leverage their productive and competent personnel in order to achieve overall organizational objectives. This idea emphasizes the need for management in human resources offices to create long-term plans for high-skilled employees and to keep them on staff (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.

2.2 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. Employers like Google have implemented engagement initiatives that put employees' wellbeing and development as professionals first, which has raised employee productivity and retention rates (Darmawan et al., 2020).

2.3 HRM and Organisational Culture

Numerous in-depth studies have examined the HRM strategy for fostering company culture development and improvement without losing managerial control. This will affect social norms in addition to likely including output leadership, training, and incentives (Ali and Anwar, 2021). Employers that value standards at work can be hired by HRM, and this might provide a road map

for changing company culture. To do this, HRM strategies have been employed to assist staff members in incorporating these principles into their daily work schedules and decision-making processes (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). Apart from elevating job contentment and staff involvement, a beneficial work atmosphere encourages constructive collaboration and teamwork, both of which are critical for achieving organizational goals and generating exceptional outcomes (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).

2.4 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). The HRM Manager should design and develop systems that can track worker productivity and give remote workers the assistance they require. For effective discourse, this may be accomplished via remote working technologies (Knies et al., 2024).

However, the introduction of technology in HRM, like as data analysis tools, guarantees that HR managers can fully utilize employee data. This technology can provide managers with the ability to make decisions based on data (Meijerink et al., 2022). HR policies need to keep up with the latest developments by being proactive in employing technologies and science, addressing any possible risks, and making sure that working from home doesn't lower output or employee 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.

2.5 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.

Chapter 3: Research 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.

3.1 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. In this regard, stratified technique will be used (Sharma, 2017). This technique will help in getting feedback from people who are working in hotels, food, and other organizations.

This purposive mapping method used for this research study has the capability to provide the highest frequency of various individuals fulfilling their tasks in organizations in accordance with their positions, responsibilities, and performance evaluations to obtain a variety of viewpoints about HRM procedures (Alvi, 2016). In this way, patterns will be identified in these HRM strategies.

The primary inclusion criteria used to get a sample for this research study are personnel for whom Marriott Hotels' HR department makes use of HRM practices. This research project will gather pertinent data on employees in this manner (Singh and Masuku, 2014). These employees will provide their opinions about HRM practices and their effectiveness in job performance.

A number of efforts are being used in this research to select participants for this sample collection process. In this process, participants who have been included have a deep insight about the various HR practices used in their organisation to make them effective workers (Taherdoost, 2016). As a result, a prospective sampling strategy will be employed to get insight into the complicated link between human resource management practices and worker performance.

Semi-structured Interviews: In this data collection method, this research study will look into comprehensive analysis about HR practices being used in organisations to boost employee performance levels. In this regard, semi-structured interviews are selected to get detailed analyses (Adeoye-Olatunde and Olenik, 2021). By this way, employees will provide key analyses for HR professionals who are serving in organisations. In this way, they will be able to create procedures that they can implement in their organisations.

The insights from interviews consist of elements such as HR and employees experience in their organisations. These people will provide key insights about challenges, recommendations, and strategies to make HR practices more effective (Kallio et al., 2016). Furthermore, open-ended inquiries will provide everyone a chance to share their opinions on how well a work is being done. The interview's medium is determined by the respondent's location and choices. The semi-structured format's flexibility will enable studies to delve further into employee relationships, a topic that is widely accepted and has emerging themes.

3.2 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.

3.3 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.

Chapter 4: Findings & Discussion

The findings of this research study related to human resource management practices showed their crucial role in making a positive impact on employee performance. The qualitative data analysis and thematic interpretation have also concluded that effective HRM strategies have the capabilities to create a positive impact when it comes to motivating, engaging, and boosting the productivity level of employees.

The number of participants who belonged to different organisations, like Marriott Hotels, also showed that they have designed well-structured HRM frameworks. These frameworks are comprised of different initiatives like training programs and deployment of performance management systems. Moreover, welfare policies have also been found to be effective in aligning with overall organisational goals. This alignment of schools with productive working environments has shown that employees feel more supported, which can be seen in their better job performance. In addition, human resource management (HRM) tactics are not only useful for improving individual performance, but they also have a significant impact on collaboration, which fosters a more cooperative and productive company culture.

One of the notable themes observed in interviews was the role of employee development initiatives led by companies. For this, participant's opinions have shown that HRM practices have played a crucial role in their career growth and professional development. In this way, employees have performed well on various levels. Those employees who received continuous training have shown that they are more capable of catering to the demands of their roles, improving overall performance. Moreover, this research has established that organisations with robust HRM practices are more successful in retaining their talented workforce. Therefore, investment in employees develops organisations not only to increase employee performance but also to cultivate a climate of devotion and loyalty, which lowers attrition and guarantees the long-term viability of the company.

This research study has also founded different challenges faced by organisations to implement HRM practices with their full spirit. Participants from various regions have also shown that cultural differences and regional differences can also hinder smooth application of HRM practices in respective organisations. There are particular sets of HR policies that can play an effective role in a geographical region. In some cases, this may not result in the same results in another due to changing cultural norms and expectations of employees. This challenge is particularly evident in multinational organisations, in which practices had to adapt to suit local community culture, which must be aligned with global objectives. The necessity for adaptable HRM techniques kept coming up since inflexible plans frequently fall short of meeting the varied demands of workers in various settings.

Lastly, research studies related to HRM practices are more effective in environments that are designed for inclusiveness. For this number of participants, it is noted that HRM strategies must consider employee feedback. In this backdrop, open communication channels should be established, providing flexibility to increase job performance. In addition, findings of the research study have also shown that employees who are in favour of HR practices were created to manage their particular needs. This may include better facilities for mental health, employee recognition plans, and a flexible working environment. Along with improving, these HRM practices also contribute to the favourable environment's creation.

There are a number of key insights provided by the literature review used in this research study; various theoretical frameworks are identified in modern organisations. Moreover, research studies have also highlighted that HRM can play a pivotal role in achieving organisational goals. In this research, various studies about HRM strategies have discussed the pivotal role of HRM strategies. In this way, organisations have fuelled a high level of production.

There are other studies that highlighted that human capital theory describes that talented employees can be seen as a backbone in overall organisational success. These studies have also shown that organisations that have allocated ample sources have achieved high revenues as compared to their competitors in the market. In this way, companies have also achieved a competitive edge by using resource-based view theory. These theoretical positions emphasise how crucial HRM is in figuring out how successfully employees function inside an organisation, both personally and collectively.

There are other studies that have explained that HRM practices are likely to design positive impacts to increase job performance. Numerous research studies about employee retention and selection have also highlighted that HR practices play a pivotal role in this regard. Additionally, a rigorous hiring procedure helps ensure that the correct individuals are employed in the ideal positions, lowering attrition and raising output.

Other studies have suggested that continuous professional development can equip employees with particular skills to effectively play their roles in organisations. Different organisations like Microsoft and Cisco are seen as case studies that used well-designed training programs to increase productivity and creativity levels in the workplace. Additionally, via offering frequent feedback and promoting continual development, performance assessment systems such as Adobe and General Electric play a key part in ensuring high performance levels.

When it comes to HRM practice having a positive impact on creating organisational culture, research studies have concluded that HRM strategies are key to revamping and creating a sustainable, positive, and productive working environment. For this, Anwar and Abdullah (2021) have discussed in their research study the conducive corporate culture to increase employee satisfaction level in organisations. Therefore, HR practices like leadership development and effective communication play a central role in boosting the working environment.

In this way, employees feel more heard and motivated to contribute to the organisation's goals. Different case studies like Salesforce and Netflix have impelled such HRM practices to create a work culture and promote job satisfaction levels. Another research study has also shown that corporate cultural managers play one of the most notable roles in companies that are operating worldwide. Organisations like IBM and Unilever have implemented cross-cultural training programs that recognize and incorporate many cultural perspectives, enabling them to navigate an international staff with effectiveness.

The literature review utilized in this research study has highlighted various issues related to HR professionals serving in modern organisations. One of the key challenges faced by organisations is to implement their HR strategies in their full spirit, rapidly changing working environments. Other research studies have shown that managers can play a crucial role in creating demand, such

as career development opportunities and work-life balance. Likewise, after the advent of remote work, we can design additional challenges to manage teams. In addition, the growing application of data analytics and other technologies in HRM. This presents opportunities for making decisions based on data but also raises ethical concerns regarding worker secrecy as well as data protection.

Conclusion

To sum up this section, this research study's finding highlight the key role of HRM strategies to align with organisational goals, job satisfaction level, and job retention as well. By taking full-scale advantage from theories discussed, we can increase the competitive edge of organisations. Various challenges, such as workforce needs and social technology, can increase adaptive HR practices. In the end, an effective HRM framework promotes a good workplace culture, which in turn propels the success and sustainability of the organisation as a whole.

Chapter 5: Research limitations, Recommendations & Conclusion

5.1 Research Limitations & Future Research

The first limitation of this research study is reliance on secondary data and existing literature, which may not grasp the current policies related to HRM related to changing working environments in modern organisations. On the other hand, research studies have also highlighted the range of sources; the swiftly changing working environment of the global workforce, particularly post-COVID, might indicate that some knowledge is already out of date. In addition, the literature review utilised in this research study focuses on developed economies, which cannot show the HRM challenges faced in changing markets, where variations in culture, economy, and regulations may have a big influence on HR strategy.

The second limitation of this research study is its generalisation of practices and theories related to various industries. Moreover, various HRM strategies may need industry-oriented adaptation, which is not fully explored in this research study. Like, sectors like technology and healthcare have created unique challenges that may influence HR practices as compared to other industries like

retail and manufacturing. Because of its wide scope, the research could thus miss subtle differences in the application of HRM ideas in certain business situations.

The limitation of this research study is its scope, which is limited by its focus on big multinational organisations like Salesforce, Amazon, and Google. This focus may not fully grasp challenges related to strategies and practices by small and medium enterprises, which mainly used few resources and different organisational structures. Since SMEs make up a sizable share of the international economy and face special challenges in attracting, retaining, and training staff members, future studies might focus on HRM techniques in smaller organisations.

There are a number of areas that need to be explored for future research related to geographical scope focused on HRM practices related to new markets and developing countries. After the advent of globalization, HRM practices to bridge markets with different cultures and economic backgrounds need more detailed explanation. Moreover, future studies have also provided context-oriented insights to cater to challenges related to smooth workforce management. This includes cultural variety, adherence to laws, and the effects of unofficial labor markets.

In addition, future research studies can also take advantage of longitudinal studies to track down the evolution of HRM strategies over time, especially in response to sophisticated technology and changing remote working cultures and hybrid work models. Different studies have provided way forward for organisations to adapt HR practices to make sure employee pride will increase in their organisations.

Research Recommendations

1. For achieving overall organizational objectives, HRM practices should be designed accordingly. In this regard, systemic approaches should be employed to implement human resource practices such as recruiting talented people, skill set development, and increasing retention levels (Haerani et al., 2020). This can guarantee that the company can keep its competitive advantage without lowering worker productivity.
2. Companies need to allocate an appropriate budget to polish employee's skill sets and train them for new job requirements. In this way, organisations can boost job performance and satisfaction levels for a longer run (Wickham and Wong, 2018).

3. Organisations should use Performance Management methods (PMS) instead of traditional yearly performance review methods (Davidescu et al., 2020). In this way, continuous feedback and employee development plans can be made. These plans can fuel high levels of productivity.
4. Using Herzberg's Two-Factor and McGregor's Theory X and Y for designing HRM strategies (Mulang, 2021). These motivational theories can boost employees' engagement levels. Tailoring remuneration and leadership techniques to specific employee requirements can increase effectiveness and efficiency.
5. HR departments must take full scale advantage of technological tools. This includes tools like data analytics and Virtual collaboration platforms to manage remote teams (Darmawan et al., 2020). This will guarantee accuracy and sustain productivity, particularly in distant work environments.
6. Global companies need to adopt flexible HR strategies that are aligned with global standards and local cultural values (Davidescu et al., 2020). Prioritizing cross-cultural training will help diverse teams communicate and understand each other better.
7. HR professionals can guarantee compliance with labor laws and ethical standards. Putting in place procedures that safeguard employee rights and data can improve the organisation's status in the law and reputation (Haerani et al., 2020).

5.2 Conclusion

To sum up this report, this research study is focused on the key role of HRM practices to boost organisational performance and satisfaction levels of employees. HRM practices must be aligned with organisational objectives; organisations can boost productivity levels. There are a number of theories, like motivational theories, that have provided key insights about high employee engagement levels. Nonetheless, there are still a lot of obstacles to get through, such as coordinating varied employees, remaining up with technology, and guaranteeing legal compliance. HR specialists may help establish a healthy company culture and long-term success by tackling these issues.

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