

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

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Introduction

In a highly changing business environment, human resource management (HRM) is key to maintaining a conducive working environment (Haerani et al., 2020). Organizations working in different industries have recognized that their most valuable assets are not other employees. The reason behind this is employee performance, which is directly related to organizational 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 organizational 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 recognizing achievement and offering rewards for sustained effort.

Moreover, the organizational 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 organizational 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 organizations 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 organizations, 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 organizations are heavily investing in human capital, understanding effective management and optimization 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 organizational effectiveness.

In the case of human resource professions and organizational 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 emphasizing 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 organizational 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 organizational efficiency.

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

This hypothesis highlights that when organizations 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 organization 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 organizational culture, shaped by HRM practices, enhances job performance.

In this hypothesis, it is recommended that organizational 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 organization.

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 organizational 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, organizational 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 organization 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 organizational norms of the work in addition to its quantity.

Organization 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 organization (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 organization's strategy for upholding a welcoming and inclusive workplace may shed light on how organizational 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 organizations 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 organizations 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 organizations 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 organizations 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 organized.

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 authorized 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.

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