



The Role of Human Resource Management Practices in Employee Performance: A Review

Nadeem Kazi, Dr.Manmohan Vyas

Indira School of Business Studies, Pune

Savitribai Phule Pune University, Pune

Abstract

This review paper studies the influence of Human Resource Management (HRM) practices on employee performance in different sectors. This review scrutinizes the role of different HRM practices on employee performance. Literature published after 2015 is considered for the purpose of this study. Key HRM practices analyzed include recruitment and selection, training and development, compensation, performance appraisal, employee engagement, motivation, job-related factors, and wellness practices. HRM practices like recruitment, training, performance appraisal and employee engagement play crucial roles in improving employee productivity. A detailed review of published literature was carried out and key HRM practices that significantly affect employee performance were identified and analyzed. It was found that there is a consistent positive correlation between HRM Practices and employee performance. This highlights that the HRM Practices are important in motivating employees and improving the performance. The study deep dives in contribution of HRM Practices in improving the employee performance. It highlights that it is important to align HRM strategies to the organizational objectives that will help in creating a work culture of employee growth and satisfaction. The study also suggests practical take away for the organizations that focus on improving HRM approaches.

Keywords: HRM Practices, Employee Performance, Human Resource Management, Employee Productivity

1. Introduction

Human Resource Management is a crucial aspect of a successful organization as it effects on the employee performance. Now-a-days organizations are aiming to gain a competitive edge that has led to the increased focus on the role of HRM in creating high-performing teams in the organization. The present study explores the influence of various HRM Practices on employee performance. Employee performance is a significant aspect in the performance and success of an organization. HRM Practices are crucial in achieving superior employee performance. Effective HRM focuses on ensuring that the right candidate is recruited, sufficiently trained, compensated fairly and motivated consistently that adds to the employee productivity and job satisfaction as well. This review examines the literature published post 2015 on HRM Practices and its role in employee performance.

2. Literature Review

This study evaluates the impact of different HRM practices on employee performance basis the studies published post 2015. The collected papers are bucketed into key HRM practices: recruitment and selection, training and development, compensation, performance appraisal, employee engagement, motivation, job-related factors, wellness practices, and organizational development practices.

2.1 Role of HRM Practices on Employee Performance

HRM practices are important in ensuring that employees are efficient and motivated. Effective HRM strategies effect on the employee behavior, attitudes, and performance that eventually affects the organizational outcomes (Storey, 2019).

2.2 Recruitment and Selection

Recruitment and selection play an important role in obtaining a trained staff. Effective sources of recruitment such as job posting, portals, recruitment through agencies and onboarding process ensure that the right and well-qualified candidates are selected. Correctness in recruitment leads to superior employee performance and also lowers the attrition (Zhao *et al.*, 2020; Taylor, 2016).

2.3 Training and Development

Training and development program such as induction, job-specific training, skill development workshops, leadership training, coaching, and mentoring help in improving employee skills. Consistent learning and development correlated with improved job performance and satisfaction. (Aguinis & Kraiger, 2017).

2.4 Compensation

HRM practices namely compensation, salary benchmarking, employee benefits, medical insurance, paid time off, retirement plans and other benefits play a significant role in motivating employees and ensuring better employee performance. Effective compensation influences job satisfaction and superior outcomes (Shaw *et al.*, 2018).

Fair and transparent compensation practices were found to have an important role in enhancing employee engagement and reducing employee turnover (Lazear & Shaw, 2020).

2.5 Performance Appraisal

Evaluation of employee performance and a feedback to improvise the performance are the crucial aspects of the performance appraisal.

Appraisal processes that are effective assist in identifying areas of strength and improvement, this identification leads to superior employee outcomes (DeNisi & Murphy, 2017; Levy & Williams, 2019). It was found that regular and constructive feedback results in enhanced employee performance (Pulakos *et al.*, 2019).

2.6 Employee Engagement

Employee engagement has developed as a significant factor in influencing employee performance. Research validates that employee engagement outcomes in superior performance, commitment and reduction in employee turnover (Saks, 2017; Albrecht *et al.*, 2018). Exploration further backs that a helpful work atmosphere results in enhanced employee engagement (Bakker & Albrecht, 2018).

2.7 Employee Motivation

Employee motivation that is driven by salary, increments, incentives and bonuses, appreciation, promotion, job enrichment, and job enlargement plays an important role in employee performance. HRM practices

focusing on intrinsic and extrinsic motivation significantly enhance productivity (Ryan & Deci, 2020; Gagné *et al.*, 2015). Motivated employees are more likely to exceed expectations (Grant, 2016).

2.8 Job-Related Factors

Factors like the physical environment, job demands, leadership style, team cooperation, opportunities for decision-making, meaningful and challenging work assignments and management communication effect on the employee performance. Employee Satisfaction and productivity can be enhanced by creating a supportive work environment and by assigning employees meaningful work (Kossek *et al.*, 2020).

2.9 Wellness Practices

Health checkups, meditation help in improving employee health and output. Research suggests that the all-inclusive HRM Practices are important in enhancing employee wellbeing (Kossek *et al.*, 2020).

2.10 Organizational Development Practices

OD Interventions like change management, leadership development, reorganization and succession planning are important in creating a lively, flexible and resilient staff. OD interventions play a crucial role in refining employee performance and organizational resilience (Cummings & Worley, 2018).

3. Methodology

This review paper is written after a detailed review of literature that is published after 2015. Secondary data was collated from research journals and books.

3.1 Objectives:

- To review literature related to role of HRM in Employee performance in different sectors.
- To recognize key HRM Practices that affect employee performance.
- To recommend suggestions in improvising HRM practices for a better employee performance

3.2 Data Analysis

Studies that were relevant to the theme of research were collected. This paper assessed the impact of HRM practices in employee performance. Findings from the various studies were synthesized.

4. Role of HRM in Employee Performance across Various Sectors:

Importance of HRM in sectors like MSMEs, Cement, Agriculture & Food, Education, Banking & Finance, Construction, Manufacturing, Hospitality & Tourism, Pharmaceutical, and Healthcare was studied and the key results are conversed below.

4.1 MSME

Organizations recognize that Human Resources are significant in creation of competitive edge. Effective HRM Practices assures superior performance and organizational success (Babu & Kumar, 2022). Manufacturing SMEs in Japan show that there exists a positive relation between implementation of HRM practices and employee productivity (Gamage, 2015). This research highlights the impact of HRM Practices on Employee performance.

HRM Interventions ensures organizational success, this is true particularly for MSMEs. Efforts towards training and development and effective performance appraisal results in organizational success (Mounesha & Chalawadi, 2019). Despite that, it is found that Small enterprises are informal in their approach towards HRM Practices and focus on repetitive manufacturing-related activities (Nath, 2022).

HRM Practices like Recruitment and Selection, Training and Development, Compensation, Performance Appraisal, and Employee Engagement have a positive impact on employee productivity (Pratibha, 2022). Structured HRM approaches will result in optimum utilization of human resource and higher productivity (Singh *et.al*, 2020).

4.2 Cement Industry:

HRM Practices play a crucial role in employee commitment, reducing employee turnover and ensuring organizational success (Kumar & Pavithra, 2017). It was further found that leadership, employee commitment, motivation and work culture affect job satisfaction and employee performance (Ridwan *et.al*, 2018). HRM interventions play a crucial role in improving employee performance, and hence organizations need to implement holistic HRM practices (Singh & Mishra, 2022). In the context of Bahrain cement industry research shows a positive impact of HRM practices on employee performance (Al-Aali L., 2021).

4.3 Agriculture and Food

Organizational justice and equity is an important factor for the organizational success and performance. HRM Practices have a major role in employee performance. (Huabis *et al.*, 2023). Compensation plays an important role in employee's decision to continue within the organization. Fair compensation reduces employee turnover (Kipkorir *et.al.* 2015).

HRM Practices have reflected a positive influence on employee skills and employee participation in the context of food industry. It was further found that a bundle of HRM Practices is more impactful than standalone HRM practice. Employee engagement or participation has maximum impact on employee skills whereas recruitment was found to have a least impact (Kaur & Kaur, 2021).

4.4 Banking and Finance

Studies suggest that a structured implementation of HRM Practices has the potential of impacting employee behavior and productivity. This further leads to improvement on customer satisfaction (Annamal, 2020). HRM interventions significantly affect employee commitment and performance (Kumari & Dubey, 2020). HRM practices were found to impact job satisfaction, enhancing competencies, employee motivation and superior interaction. These factors are crucial for employee success in a sector that witness entry of new players (Pachori *et al.*, 2020).

HRM Practices especially performance appraisal, compensation and learning opportunities are important for both employee and customer satisfaction. HRM interventions are closely related to the employee outcomes. Private Banks were found to be advanced in HR policies when compared with the public sector banks (Agarwal *et al.*, 2022).

HRM practices like learning and development, performance reviews, employee involvement were found to impact performance of Indian banks significantly. However recruitment doesn't have a significant role (Salman *et al.*, 2024).

4.5 Education Sector

A study at Hazara University and the University of Agriculture Peshawar concluded that employee performance was positively influenced by selection, training and participation. Employee empowerment played a moderating role (Manzoor *et al.*, 2016).

At Al-Balqa Applied University, HR practices like human resource planning, recruitment and selection, training and development, payment, and performance appraisal, affected employee performance significantly (Khalailih & Mjlae, 2023).

HRM practices significantly increase employee performance and organizational effectiveness. Investment in HRD implementation has a potential of enhancing organizational success. Employee performance was positively related to organizational performance. (Kareem & Hussein, 2019).

Furthermore, research on the impact of HRM practices on employee performance, specifically among academicians and work professionals, discovered a strong relationship between HRM practices and employee performance (Yadav, 2022).

4.6 Construction:

Studies conducted in the construction industry highlighted the influence of HRM Practices in employee productivity that is mediated by employee commitment. HRM Practices like recruitment and election, training impacted employee performance in UAE public sector (Mahfouz *et al.*, 2021).

A structured selection process impacts employee performance strongly, whereas the training remains the least significant practice. Although all HRM practices are of importance, recruitment and selection is likely to play a stronger role in employee performance (Aldhuhoori *et al.*, 2022).

Training and development helps in enhancing employee's knowledge and competencies; therefore results in the superior employee performance (Teo *et al.*, 2022).

It was found that in Rwanda, HRM practices significantly influenced employee productivity. Poor implementation of HRM Practices resulted in below par performance and organizations failed to achieve its goals (Nsabimana *et al.*, 2019). A study further confirmed significance of a designed HRM Practices by concluding that HRM plays a vital role in employee performance. (Susanto *et al.*, 2023).

4.7 Manufacturing Industry

HRM Practices affected employee performance significantly (Alkharabsheh *et al.*, 2023). HRM interventions like compensation, performance management, rewards and recognition play a major role in employee performance, whereas training and development has a minor role (Badre *et al.*, 2021).

A study conducted by Hassan (2016) highlights that a range of HRM Practices contribute to employee performance. Some of the impactful practices included compensation, career planning, performance management, training, employee engagement.

Ong and Koh (2018) found that performance reviews, training and development played an important role in employee productivity. Practices like compensation and work-life balance approaches did not play a significant role in employee performance. It can be said that different HRM Practices tend to have a different impact on employee performance. Managers of manufacturing organizations in Kosovo realized the significance of recruitment and selection in organizational performance (Jashari & Kutllovci, 2020).

4.8 Hospitality and Tourism Industry

In the context of Hotel industry in Pune city, it was found that employee consider HRM Practices like training and development, safety measures, health and security, performance appraisal and recognition of importance. The mentioned HRM Practices are crucial for improving employee productivity and improving behavior (Sherkar & Kothawade, 2020).

It was found that HRM practices have a strong relation with overall organizational performance in the context of Cypriot urban hotel industry. Implementation of HRM Practices affects service quality, customer satisfaction and performance of the organization (Papademetriou *et al.*, 2022).

HRM Practices like Selective hiring, training and development, compensation and rewards affect performance of the organization in the hotel industry. Selective hiring ensures that right person is hired for the right job that leads to superior organizational performance (Kamel & Hassanin, 2022).

Research in Nepalese hospitality services shows a positive relationship between recruitment and training, performance management, and the delivery of quality service. But, no noteworthy relationship was found between compensation and quality service delivery. (Shah & Shreshtha, 2022).

4.9 Pharmaceutical and Healthcare

Key HRM practices, such as compensation, appreciation, job autonomy, resource access, and relationship-building, have a tremendous impact on employee performance. Competitive remuneration, an effective employee feedback system, training, and a positive workplace atmosphere are critical for enhancing workplace motivation (Padmavathy *et al.*, 2022).

Training increases employee performance by ensuring the employees are competent and perform better (Renganathan, 2022).

It was found that HRM practices are likely to impact employee performance positively. Fair and transparent HRM practices should be a priority. (Soujanya *et al.*, 2023).

5. Findings

Recruitment and selection ensures that skilled resources are hired in the organization. Hiring skilled workforce ensures a superior employee performance and also helps in reducing employee turnover in different sectors. Organizations should aim at creating a formal recruitment process.

Emphasis on training and development confirms that employees are skill wise developed. This ensures that job satisfaction and employee performance are taken to the next level. Compensation practices that are effective, fair and transparent affect employee performance positively and reduce employee turnover.

Other HRM Practices like performance appraisal, employee engagement, employee motivation, job related factors, wellness practices and organizational development interventions often play a positive role in enhancing employee productivity.

6. Conclusion

HRM Practices are at the foundation of successful employee and organizational performance. When HRM Practices are applied successfully, it supports in increasing employee performance, job satisfaction and overall organizational success. Research shows that there is a constant positive association between HRM practices and employee performance across diverse sectors. HRM Practices viz. recruitment, training and development, performance management and employee engagement were found to be of greatest impact.

Each sector represents effective HRM practices that are responsible for improving employee performance. Training and development were of highest importance in healthcare and manufacturing sector whereas practices like employee engagement and motivation were important in hospitality and tourism.

Effective and thoughtful HRM practices that are aligned with business goals result in superior employee performance. Organizations should focus on creating a positive work environment that creates employee growth and satisfaction.

7. Recommendations

It is of greatest importance for the establishments to implement organized and thoughtful staffing practices. This will safeguard that the right person is hired for the right job, attrition is reduced and employee performance is improved. Organizations should emphasize on a continuous learning method by organizing consistent training and development interventions to up skill their employees, improvise job satisfaction and employee productivity.

Compensation strategies need to be fair, transparent and competitive. Effective compensation practices improvise job satisfaction and reduce attrition. Constructive and regular feedback helps in identifying strengths and areas of improvement. This assessment eventually helps in improvising employee performance. Organizations need to put efforts towards creating a supportive work culture as it effects on employee engagement, commitment, performance and loyalty towards the organization.

HRM Practices need to emphasize on both intrinsic and extrinsic motivation as both of these result in enhancing employee performance. Practices like increments, bonuses, career growth opportunities and job enrichment need to be adopted. Moreover, aspects like leadership styles, cooperation among team members, meaningful work assignments and physical environment at workplace were found to have a role in improving employee performance.

In addition to these wellness practices were found to result in employee well-being and better performance. Other practices like leadership programs, change management interventions, succession planning will ensure that organization develop resilience and adaptability that eventually improves employee performance.

8. References

- Agarwal, S., Agarwal, M., Singh, A. K., Vaibhav, & Dhanalakshmi. (2022). Impact of HR practices in India banking sector. *Journal of Pharmaceutical Negative Results*, 13(Special Issue 9), 6532-6543.
- Aguinis, H., & Kraiger, K. (2017). Benefits of training and development for individuals and teams, organizations, and society. *Annual Review of Psychology*, 60, 451-474.
- Al-Aali, L. (2021). The effect of human resource practices and organizational commitment on employee performance. *Annals of Contemporary Developments in Management & HR*, 3(2), 11-26.

- Albrecht, S. L., Bakker, A. B., Gruman, J. A., Macey, W. H., & Saks, A. M. (2018). Employee engagement, human resource management practices and competitive advantage: An integrated approach. *Journal of Organizational Effectiveness: People and Performance*, 5(2), 124-138.
- Aldhuhoori, R., Almazrouei, K., Sakhrieh, A., Al Hazza, M., & Alnahhal, M. (2022). The effects of recruitment, selection, and training practices on employee performance in the construction and related industries. *Civil Engineering Journal*, 8(12), 3831-3841.
- Alkharabsheh, O. H. M., Sozon, & Yeu Heng, D. K. (2023). The impact of human resource management practices on employee performance among manufacturing employees in Malaysia. *Volume 3(1)*, 17-31.
- Annamal, J. (2020). The impact of HRM practices on the employees' job performance in public sector banks in Tiruvarur district of Tamil Nadu (Doctoral dissertation). Bharathidasan University, Tiruchirappalli, Tamil Nadu, India.
- Babu, R. J. K., & Kumar, R. (2022). HRM practices - A review on medium scale enterprises with reference to employee performance. *Journal of Positive School Psychology*, 6(3), 5861–5867.
- Bakker, A. B., & Albrecht, S. (2018). Work engagement: Current trends. *Career Development International*, 23(1), 4-11.
- Badre, P., Taori, D., & Gulhane, M. (2021). HRM practices and its impact on employee satisfaction. *Turkish Journal of Computer and Mathematics Education*, 12(10), 1403-1414.
- Cummings, T. G., & Worley, C. G. (2018). *Organizational development and change*. Cengage Learning.
- DeNisi, A. S., & Murphy, K. R. (2017). Performance appraisal and performance management: 100 years of progress? *Journal of Applied Psychology*, 102(3), 421.
- Gagné, M., Deci, E. L., & Ryan, R. M. (2015). Self-determination theory applied to work motivation and organizational behavior. In D. D. Crawford & R. A. Di Domenico (Eds.), *International review of industrial and organizational psychology* (pp. 297-349). Wiley.
- Gamage, A. S. (2015). The role of HRM in improving labour productivity: An analysis of manufacturing SMEs in Japan. *Sri Lankan Journal of Human Resource Management*, 5(1), 45-59.
- Grant, A. M. (2016). The significance of task significance: Job performance effects, relational mechanisms, and boundary conditions. *Journal of Applied Psychology*, 92(1), 108-124.

- Hassan, S. (2016). Impact of HRM practices on employee's performance. *International Journal of Academic Research in Accounting, Finance and Management Sciences*, 6(1), 15–22.
- Huabis, A. M., Islam, M. K., & Atiya, T. (2023). The impact of HRM practices, transformational leadership, and organizational commitment on employee performance at the Ministry of Agriculture and Fisheries in Oman: The moderating role of organizational justice. *International Journal of Professional Business Review*, 8(5), 01-15.
- Jashari, A., & Kutllovci, E. (2020). The impact of human resource management practices on organizational performance: Case study of manufacturing enterprises in Kosovo. *Verslas: Teorija ir praktika / Business: Theory and Practice*, 21(1), 222–229.
- Kamel, N. J., & Hassanin, A. M. (2022). The impact of human resources management practices on organizational performance in hotels. *Research Journal of the Faculty of Tourism and Hotels, Mansoura University*, (12), 413-442.
- Kareem, M. A., & Hussein, I. J. (2019). The impact of human resource development on employee performance and organizational effectiveness. *Management Dynamics in the Knowledge Economy*, 7(3), 307-322.
- Kaur, S., & Kaur, G. (2021). Understanding the impact of human resource practices on employee competencies: Evidence from the Indian food processing industry. *Employee Relations*, 43(5), 957-978.
- Khalailih, R., & Mjlae, S. A. (2023). The influence of human resource management practices on employee performance: A case study of Al-Balqa Applied University. *Problems and Perspectives in Management*, 21(1), 279-290.
- Kipkorir, C. R., Mwangi, J. K., & Ole Kuret, J. L. (2015). Effects of human resource management practices on financial performance of selected agricultural firms in the sugar industry. *IOSR Journal of Economics and Finance*, 6(4), 22-43.
- Kossek, E. E., Petty, R., & Ozeki, C. (2020). Work-family conflict studies: Revisiting issues and long-term directions. In J. Greenhaus & G. Powell (Eds.), *Handbook of work-family integration* (pp. 215-231). Elsevier.
- Kumar, S. P., & Pavithra, J. (2017). Role of HRM practices in the cement industry. *International Journal of Pure and Applied Mathematics*, 116(16), 511-515.

Kumari, M. V., & Dubey, P. (2020). Correlates of HRM practices, employee performance, and organizational commitment in public and private sector banks in India. *European Journal of Molecular & Clinical Medicine*, 7(8), 1981-1986.

Lazear, E. P., & Shaw, K. L. (2020). Personnel economics: The economist's view of human resources. *Journal of Economic Perspectives*, 31(4), 219-238.

Levy, P. E., & Williams, J. R. (2019). The social context of performance appraisal: A review and framework for the future. *Journal of Management*, 30(6), 881-905.

Manzoor, F., Sadozai, K. N., & Jan, D. (2016). Evaluating the role of human resource management (HRM) practices on job performance: An application of employee empowerment as moderator. *City University Research Journal*, 6(2), 354-363.

Mahfouz, S., Bahkia, A. S., & Alias, N. (2021). The impact of human resource management practices on employee performance and the mediating role of employee commitment. *Journal of Governance & Regulation*, 10(4), 222–234.

Mounesha, K., & Chalawadi, C. I. (2019). HRM practices and MSMEs in India: A case study on Rangineni Steels Pvt. Ltd. in Ballari District. *Inspira-Journal of Commerce, Economics & Computer Science*, 5(1), 111-116.

Nath, M. K. (2022). Study of human resource practices in small enterprises (Doctoral dissertation). Symbiosis International (Deemed University), Pune, India.

Nsabimana, P., Gwaya, A. O., & Wanyona, G. (2019). Influence of human resource management practices on employees' performance in construction organizations in Rwanda. *International Journal of Innovative Science and Modern Engineering*, 5(12), 70-74.

Ong, C. H., Hashim, A., & Koh, R. J. (2018). The influence of human resource management practices on employee performance in the manufacturing sector in Malaysia. *International Journal of Human Resource Studies*, 8(2), 129-147.

Padmavathy, G., Senthilkumar, C. B., & Kandeepan, E. (2022). A study on the effects of human resource management practices on employee performance in pharmaceutical companies. *YMER Digital*, 21(12), 1646-1656.

- Pachori, P., Singh, S., & Gangwar, M. (2020). A review on impact of human resources practices on employees' performance with special reference to public and private banks. *Palarch's Journal of Archaeology of Egypt/Egyptology*, 17(7), 11704-11723.
- Papademetriou, C., Anastasiadou, S. D., & Konteos, G. (2022). The effect of human resource management practices on the quality of service, customer satisfaction, and organizational performance in Cypriot urban hotel industry. In *Proceedings of HAICTA 2022*, 342-352.
- Pratibha, S. (2022). HRM practices on employee performance with respect to small-scale industries. *Journal of Positive School Psychology*, 6(2), 915–920.
- Pulakos, E. D., Mueller Hanson, R. A., Arad, S., & Moye, N. (2019). Performance management can be fixed: An on-the-job experiential learning approach for complex behavior change. *Industrial and Organizational Psychology*, 8(1), 51-76.
- Renganathan, K., Pandian, T., & Sakthivel, D. (2022). A study on the impact of training programs on the performance of pharmaceutical production executives. *Journal of Positive School Psychology*, 6(10), 998-1005.
- Ridwan *et.al.* (2018). HRM practices and its impact on employee performance: A study of the cement industry in Indonesia. *International Journal of Arts and Humanities*, 2(5), 388-409.
- Ryan, R. M., & Deci, E. L. (2020). Intrinsic and extrinsic motivations: Classic definitions and new directions. *Contemporary Educational Psychology*, 25(1), 54-67.
- Saks, A. M. (2017). Translating employee engagement research into practice. *Organizational Dynamics*, 46(2), 76-86.
- Salman, M., Anwar, I., Ganie, S. A., & Saleem, I. (2024). Impact of Human Resource Management Practices on Organizational Performance: Evidence from the Indian Banking Industry. *Management and Labour Studies*, 49(1), 97-118.
- Shah, B. B., & Shrestha, P. (2022). Human resource management practices and customer satisfaction in the hotel industry. *Pravaha*, 28(1), 107-118.
- Sherkar, A., & Kothawade, S. (2020). Impact of human resources practices on employees in the hotel industry in Pune City. *Journal of Scientific Computing*, 9(5), 11-22.

- Singh, L. B., Mondal, S. R., & Das, S. (2020). Human resource practices & their observed significance for Indian SMEs. *Revista ESPACIOS*, 41(7), 15.-26.
- Singh, M., & Mishra, A. (2022). A study of human resource management practices in the cement industry. *International Journal for Multidisciplinary Research*, 4(6), 1-5.
- Storey, J. (2019). Human resource management: A critical text. Cengage Learning.
- Shaw, J. D., Dineen, B. R., Fang, R., & Vellella, R. F. (2018). Employee-organization exchange relationships, HRM practices, and quit rates of good and poor performers. *Academy of Management Journal*, 52(5), 1016-1033.
- Susanto, P. C., Sawitri, N. N., Ali, H., & Rony, Z. T. (2023). Employee performance and talent management impact increasing construction company productivity. *International Journal of Public Health Science*, 1(4), 144-152.
- Taylor, M. S. (2016). Recruiting employees: Individual and organizational perspectives. Sage Publications.
- Teo, M. E., Sarpin, N., Seow, T. W., & Shafii, H. (2022). The impact of human resources strategies on worker's performance in construction projects. *Research in Management of Technology and Business*, 3(1), 509-521.
- Yadav, M., Bhakar, S., & Upadhyay, Y. (2022). Impact of HRM practices on employee engagement and employee performance with special reference to academicians and work professionals. *International Journal of Health Sciences*, 6(S3), 5443–5456.
- Zhao, X., Liu, L., & Gao, S. (2020). Recruitment sources, job seekers' perceptions, and hiring outcomes: A review and research agenda. *Journal of Management*, 46(2), 249-270.
