

HUMAN RESOURCE MANAGEMENT PRACTICES AND EMPLOYEE PRODUCTIVITY: AN EMPIRICAL STUDY IN THE SERVICE SECTOR

Rakesh Kumar^{1*}, Pooja Singh², Anil Verma³, Shweta Mishra⁴

^{1*} Department of Management Studies Dr. Ram Manohar Lohia Avadh University
Ayodhya, Uttar Pradesh, India

² Department of Commerce and Business Administration Mahatma Gandhi Kashi Vidyapith
Varanasi, Uttar Pradesh, India

³ Department of Business Administration Chhatrapati Shahu Ji Maharaj University
Kanpur, Uttar Pradesh, India

⁴ Department of Management Studies Bundelkhand University
Jhansi, Uttar Pradesh, India

***Corresponding Author: Rakesh Kumar**

Department of Management Studies Dr. Ram Manohar Lohia Avadh University
Ayodhya, Uttar Pradesh, India Email: rakesh.kumar@rmlau.ac.in

Abstract

This study examines the impact of Human Resource Management (HRM) practices on employee productivity in the service sector. In knowledge-intensive industries, employees represent a primary source of competitive advantage, making effective HRM systems essential for organisational success. The research adopts a quantitative, cross-sectional survey design and collects primary data from 250 employees working in banking, education, hospitality, and information technology organisations. A structured questionnaire was used to measure five key HRM practices—Training and Development, Compensation and Rewards, Performance Appraisal, Employee Participation, and Work Environment—along with Employee Productivity. Data were analysed using Microsoft Excel through descriptive statistics, reliability testing, Pearson correlation, and multiple regression analysis. The findings reveal that HRM practices have a strong positive relationship with employee productivity. Training and Development, Compensation and Rewards, and Employee Participation demonstrate statistically significant positive effects on productivity, while Performance Appraisal and Work Environment, though positively related, do not show significant influence in the regression model. The model explains a substantial proportion of variance in employee productivity, confirming the strategic role of HRM in performance enhancement. The study contributes to the HRM-performance literature by providing empirical evidence from the service sector and offers practical implications for managers seeking to enhance productivity through structured HR interventions.

Keywords: Human Resource Management, Employee Productivity, Training and Development, Compensation and Rewards, Service Sector

1. Introduction

Human Resource Management (HRM) has become an important strategic role of service organisations today. In knowledge-based and customer-oriented industries, the source of competitive advantage is the employees. Good HRM systems promote the ability to work better, motivation, and commitment of the workforce, which enhances organisational performance (Boon et al., 2019). Since service organisations are constantly dependent on employee interaction and quality of performance, the structured HRM practices are at the centre stage in maintaining the effectiveness of the organisation's operation. The growing global competition and dynamism of the market conditions have aggravated the productivity pressures across industries. Organisations will be faced with a constant challenge of increasing their efficiency without losing employee engagement and service quality. The systems of high-performance work have been demonstrated to instil resilience and engagement that are critical towards maintaining productivity in competitive contexts (Cooke et al., 2019). This underscores the challenge of coming up with connected HRM systems that foster the well-being of employees as well as employee performance. The HRM strategic role has changed in recent years from an administrative support to a performance-oriented management role. The practices of reward management, participation, and training are currently regarded as the activities that have a direct effect on employee behaviour and organisational performance (Heffernan et al., 2016). Organisations that ensure that the HR strategies are in line with business objectives are better placed to have better productivity outcomes. In addition, HRM practices affect employee attitudes, perceptions and behavioural outcomes that eventually affect the level of performance. The attitude of employees towards the HR systems will greatly determine their engagement and discretionary effort (Alfes et al., 2013). Thus, the role of HRM practices in the productivity of employees is a rather significant empirical topic that still requires study in the service context.

Organisational firms use large amounts of financial and managerial resources to carry out HRM practices that include training programs, performance appraisal systems and compensation structures that are based on incentives. Nonetheless, after such investments, most organisations do not measure the direct productivity results of HR programs. Lack of quantifiable data makes it problematic to determine whether the HRM strategies can be effective in performance motivation (Ogunyomi and Bruning, 2016). Despite the previous studies done on the HRM-performance relationship, discrepancies still exist in the interpretation of how a particular HR practice would affect productivity at the employee level. The effectiveness of HRM systems can be mediated by employee attitudes and behavioural responses, thus making the measurement of performance more difficult (Pena et al., 2015). This implies that there is a need to conduct empirical research studies that will investigate the direct effect of HRM practices on employee productivity. Also, the changing organisational conditions and labour demands necessitate new evidence on the relationship between HRM and productivity. The need to assess the relevance of traditional HR practices in improving employee performance in the current competitive environment has arisen among modern organisations (Chaudhary and Sharma, 2017). As such, empirical confirmation of the HRM practices in modern service sector environments is required.

The main purpose of the given study is to analyse how HRM practices influence the productivity of employees in the service industry. The knowledge of this relationship will shed light on how the structured HR systems affect the results of performance and organisational performance (Shen and Benson, 2016). The research also seeks to examine how training correlates with employee productivity, the role of compensation and rewards with performance, the effect of performance appraisal systems, as well as the role of employee participation in employee productivity. It has been shown that the high-performance HR practices determine the behavioural outcomes and employee commitment, which subsequently influence the level of productivity (Pham et al., 2019). Furthermore, the HRM-performance relationship can be enhanced or diminished by organisational climate and perceived fairness via employee psychological and contextual factors (Madera et al., 2017). Consequently, the examination of the individual parts of HRM separately will give a better idea of their corresponding contribution.

This research aims to find out whether HRM practices particularly affect employee productivity, which HRM practice is most closely related to employee productivity and whether there is a positive correlation between training and employee performance. The significance of studying them is that it determines the strongest HR performance drivers in service sector organisations. The performance outcomes of employees are closely connected with organisational reputation and strategic positioning (Lee and Roh, 2012). Hence, the study of these relationships will add to the progress of theory as well as the practice of management.

The research will postulate on pre-established theoretical and empirical findings, which are that training and development have a positive impact on employee productivity, compensation and rewards have a positive impact on employee productivity, performance appraisal has a significant impact on employee productivity, and employee participation has a positive impact on employee productivity. The propositions are based on the research that structured HR systems have a positive impact on the motivation, engagement, and behaviours of the employees (Choi et al., 2017). In addition, organisational identity and value alignment can mediate the employee reaction to the HR initiatives, thus affecting productivity (Liu et al., 2021).

The research is a contribution to the literature on the HRM field, as it gives empirical evidence on the connection between HRM practices and the productivity of employees in the service sector. The research also justifies strategic HR planning and performance management efforts by pinpointing certain HR motivators to productivity. To gain sustainable competitive advantage, organisations need to use evidence-based HR practices that are aligned to organisational goals (Boon et al., 2019). In practice, the findings can provide managers with a guideline on how to develop effective HR systems, which will improve employee performance. Customer satisfaction and organisational image are the direct effects

of productivity in service-based industries. Thus, the reinforcement of HRM structures is necessary to ensure the success of organisations in the long run.

2. Methodology

2.1 Research Design

The research design that will be used in this study is a quantitative research study to investigate the relationship between Human Resource Management (HRM) practices and the productivity of employees in the service industry. The study is descriptive and analytic in nature. The objective of the descriptive element is to describe how the practice of HRM has been carried out in the present organisations, whereas the analytical element attempts to explore the correlation between HRM practices and employee productivity. A cross-sectional survey design will be used, wherein data will be obtained from respondents at one time without controlling for variables. The design is deemed suitable for exploring the relationship between independent and dependent variables in organisational and management studies.

2.2 Population of the Study

The study target population is employees in the service sector, composed of organisations involved in the provision of banking, education, hospitality, and information technology services. The service sector was chosen because employee performance is an ingredient that is critical in determining the quality of services, efficiency, and customer satisfaction that are achieved. Since service organisations are characterised by a high reliance on human resources, the analysis of the HRM practices in the given sphere can be regarded as a significant input to the issue of productivity enhancement.

2.3 Sample Size and Sampling Technique

The sample used in the study consists of 250 respondents who were selected from the service sector organisations. The sample size was chosen as it is believed that it is sufficient to do statistical analysis, including correlation and multiple regression. The responses of the employees who were available and interested in participating in the study were collected by use of a convenience sampling method. It is widely used in organisational studies in which it is difficult to have a complete sampling frame, and in which data can be easily and effectively gathered within time and resource limitations.

2.4 Data Collection Method

A structured questionnaire that was developed in this study was used to collect primary data. The questionnaire has been separated into three parts, which are demographic information, HRM practice items and employee productivity items. The HRM practices section item was based on Training and Development, Compensation and Rewards, Performance Appraisal, Employee Participation, and Work Environment. The employee productivity section assessed several issues related to employee performance and contribution towards organisational goals. The measurements of all statements were done on a five-point Likert scale between Strongly Disagree and Strongly Agree. A Likert scale allowed quantifying the perception and attitude of respondents. To provide truthful and unbiased answers, the participants were assured of confidentiality and anonymity.

2.5 Variables of the Study

The independent variables of this study are some of the main HRM practices, which are Training and Development, Compensation and Rewards, Performance Appraisal, Employee Participation and Work Environment. The constructs are categorised into several items that are meant to represent the various dimensions of the respective HRM practice. Employee Productivity is the dependent variable, which is measured by using items that indicate efficiency, quality of work, target accomplishment, capacity to cope with work pressure, as well as contributions to organisational performance. As an analytical step, the composite scores on each construct are determined through the average of the responses to the items in each construct.

2.6 Data Analysis Method

All the data analysis processes will be done in Microsoft Excel. Upon data collection, the responses are coded numerically on the Likert scale and put in an Excel spreadsheet to be processed. Statistics like mean and standard deviation are calculated to describe the aspects of the data. Cronbach's Alpha is used to determine the reliability of the measurement scales in terms of internal consistency. The Pearson correlation analysis is conducted to investigate the associations between employee productivity and HRM practices. The analysis is done using multiple regression to determine the overall effect of HRM practices on the productivity of employees. This is designed in such a way that the regression model estimates the productivity of employees as a response to training, compensation, performance appraisal, participation of the employees, and work environment. The statistical results gained in Excel are considered to form the character and the strength of the relations between the variables of the research.

3. Results

3.1 Demographic Profile of Respondents

A total number of 250 respondents were used in the study as the sample included different organisations within the service sector, such as the banking, education, hospitality and information technology services. Among the participants, 129 respondents (51.6%) were female, and 121 respondents (48.4%) were male, indicating a balanced gender distribution and minimising potential gender bias in the findings. The respondents were aged between 23 and 55 years with a mean age of

38.73 years, indicating that most of the respondents were in mid-career years and thus had enough organisational exposure to assess the HRM practices effectively. In terms of educational qualifications, 129 respondents (51.6%) were graduates, and 121 respondents (48.4%) were postgraduates, reflecting a highly educated sample capable of understanding organisational policies and performance systems. The respondents had a work experience of between 1 and 34 years, with a mean of 9.62 years, and this implies that respondents were mixed, comprising early career professionals and experienced professionals. The fact that the respondents possess significant professional experience is an added advantage to the credibility and reliability of the data because employees with extensive experience are in a better position to evaluate HRM practices and the impact that the practices have on productivity.

3.2 Descriptive Statistics Results

The descriptive statistics were calculated to determine the central tendency and variability of the key study variables. The average comparison, as depicted in Figure 1, reveals that Compensation and Rewards had the highest average score of the HRM practices.

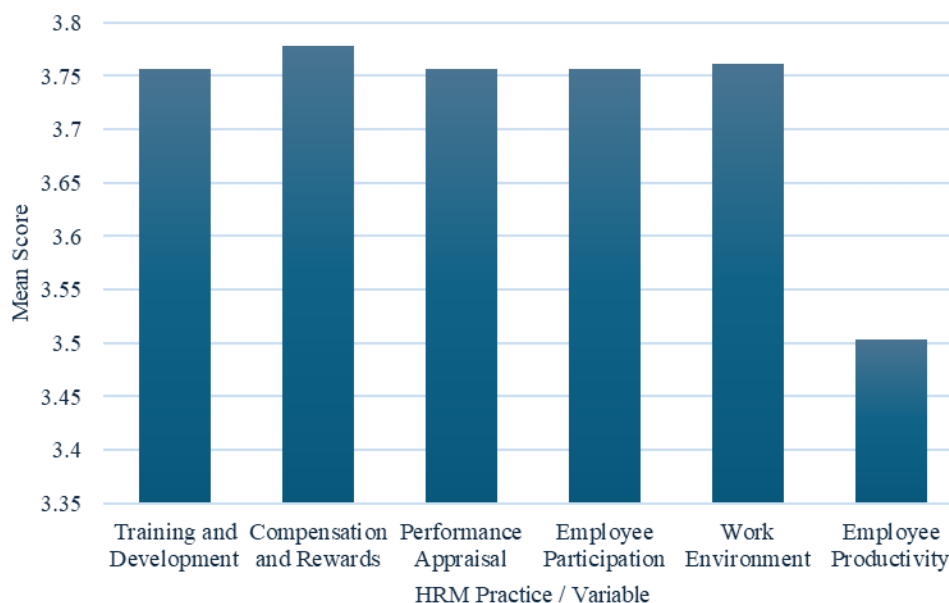


Figure 1. Mean Scores of HRM Practices and Employee Productivity

The findings reveal that each of the HRM practice variables had a higher value of above 3.5 on a five-point scale, implying that respondents largely believed that each of the practices is well practised in their respective organisations. The highest mean of 3.778 was in Compensation and Rewards, and the next in line was Work Environment (3.761) and Training and Development (3.757). The value of Employee Productivity also shows a high level of the mean (3.503), which denotes that employees feel that they are performing well. The values of the standard deviation are moderate, and this means that there is reasonable consistency in the responses and small variations around the mean.

3.3 Reliability Test Results

To determine internal consistency of the measurement scales, Cronbach Alpha was used to test the reliability of the scales. The results of the reliability analysis as reflected in Table 1 denote the values of the Cronbach Alpha of each construct.

Table 1. Reliability Analysis Results (Cronbach’s Alpha) of Study Constructs

Construct	Cronbach’s Alpha
Training and Development	0.778
Compensation and Rewards	0.815
Performance Appraisal	0.812
Employee Participation	0.812
Work Environment	0.783
Employee Productivity	0.855

Overall HRM Practices	0.952
-----------------------	-------

The values of all Cronbach's alphas are above the acceptable limit of 0.70, and this reveals good reliability of all the constructs. The overall HRM practices scale has shown high internal consistency (0.952), which points to the fact that the items applied in measuring HRM practices are very coherent and reliable. The scale of productivity is also characterized by high reliability (0.855), which indicates that the tool is stable in assessing the performance of some employees.

3.4 Correlation Analysis Results

To test the relationship between the HRM practices and employee productivity, Pearson correlation analysis was applied. The Pearson correlation coefficients, as shown in Table 2, reveal the connection between HRM practices and the productivity of employees.

Table 2. Pearson Correlation between HRM Practices and Employee Productivity

Variable	Productivity
Training and Development	0.763
Compensation and Rewards	0.752
Performance Appraisal	0.736
Employee Participation	0.759
Work Environment	0.719

The results indicate that the HRM practices have positive strong relationships with employee productivity. The highest correlation (0.763) is with Training and Development, close by is the Employee Participation (0.759) and Compensation (0.752). Even low correlation to Work Environment (0.719) represents high positive correlation. The findings indicate that employee productivity is related to better HRM practices. The high correlations offer initial empirical evidence on the put forward hypotheses and give reason to continue with regression. Figure 3 depicts the heatmap to illustrate the high positive relationship between HRM practices and employee productivity.

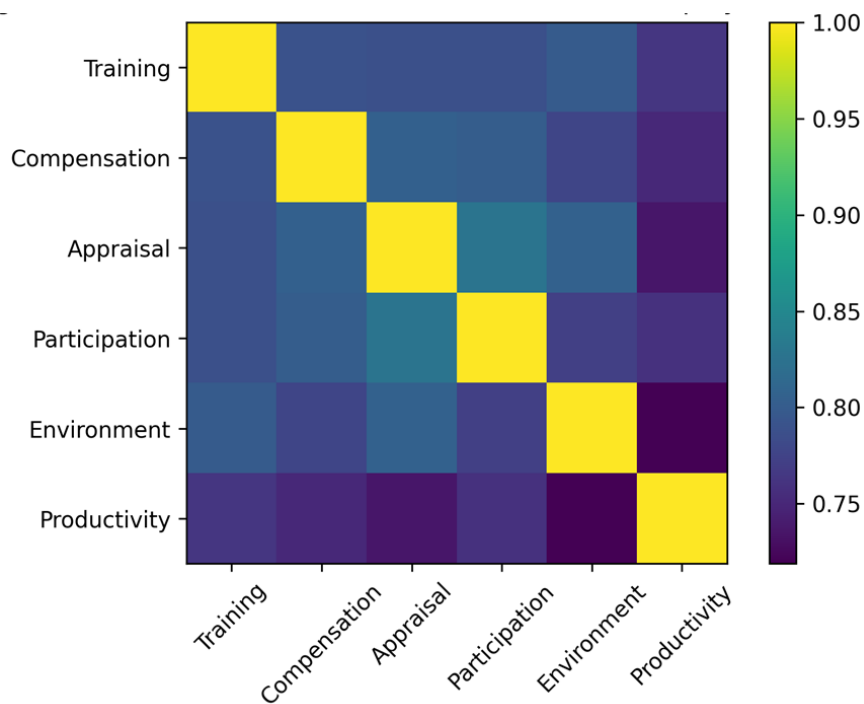


Figure 3. Correlation Matrix of HRM Practices and Employee Productivity

3.5 Regression Analysis Results

The analysis was performed by multiple regression modelling to analyse the overall impact of Human Resource Management (HRM) practices on staff productivity. The model summary shows that the value of the R² is 0.672, the Adjusted R² is 0.665, and the significance of the model (p-value) is below 0.001. The R-squared is 0.672, which means that the five HRM practices in the regression model explain about 67.2% of the variance in employee productivity.

Adjusted R-Square of 0.665 confirms that the model still has a high explanatory power, even having made the necessary adjustment to the number of predictors. The statistically significant F-value ($p < 0.001$) demonstrates that the model is meaningful and that HRM practices collectively have a significant impact on employee productivity in the service sector. The multiple regression outcomes reveal that the joint impact of HRM practices on employee productivity is explained, as demonstrated in Table 3.

Table 3. Multiple Regression Results of HRM Practices on Employee Productivity

Predictor	Coefficient (B)	p-value	Result
Training and Development	0.261	<0.001	Significant
Compensation and Rewards	0.183	0.005	Significant
Performance Appraisal	0.078	0.268	Not Significant
Employee Participation	0.218	0.001	Significant
Work Environment	0.077	0.262	Not Significant

The regression coefficients in the table above show the contribution that each of the HRM practices has on employee productivity at the expense of the other variables in the model. Training and Development ($B = 0.261$, $p < 0.001$) has a positive and statistically significant effect on employee productivity, suggesting that improvements in training initiatives are associated with higher performance levels. Compensation and Rewards ($B = 0.183$, $p = 0.005$) also demonstrate a significant positive effect, which suggests reward systems based on fairness and motivation to increase employee productivity. Equally, there is a significant contribution of the Employee Participation ($B = 0.218$, $p = 0.001$) to the productivity, which means that the participation of employees in the process of making decisions influences the performance of the employees in a positive way. Nonetheless, the effect of Performance Appraisal ($B = 0.078$, $p = 0.268$) and Work Environment ($B = 0.077$, $p = 0.262$) though positively correlated with productivity, are not statistically significant when these two factors are analysed in conjunction with other HRM practices. Overall, the regression findings indicate that strategic HRM interventions, especially training, compensation and participation, are important in fuelling the productivity of employees in the service sector organisations.

4. Discussion

The results of this paper show that Human Resource Management (HRM) practices have a great impact on the productivity of employees working in the service industry. The findings suggest that there are statistically significant positive effects on employee productivity in training and development, compensation and rewards and employee participation, but no significant effect on performance appraisal and work environment, which, however, were positively correlated, in the regression model. These results align with the previous studies that have focused on the strategic relevance of HRM practices in improving organisational outcomes (Anwar and Abdullah, 2021). In this research training and development was found to be the best predictor of employee productivity. The results indicate that organisations that invest in skills development programs increase the competencies and efficiency of employees in the entire work. HPW practices have been found to enhance employee potential and lead to a sustainable economic growth (Appelbaum, 2015). Employees are confident and increase their job-specific knowledge when offered systematic training chances and thus perform better. It was also discovered that compensation and rewards had a significant effect on productivity. Fair and performance-based compensation system encourages the employees to work harder and align individual interests to organisational goals. Empirical data indicate that proper HRM practices, especially compensation plans, have a positive influence on the performance of employees (Mahmood et al., 2021). Reward systems that are well designed will reinforce the positive work behaviours and stimulate the commitment and productivity to higher levels. The other important factor that determined productivity was employee participation. When employees are engaged in decisions making, it brings the psychological empowerment and helps them develop a sense of belonging to the organisation. Increased trust and engagement with employees have also been associated with high-commitment HRM practices that have been found to boost service behaviour and employee performance (Rubel et al., 2018). Employees who feel special and part of the team are most likely to work towards organisational success. The total model of the regression also serves to validate the relevance of the HRM systems to the determination of the productivity results. The longitudinal research meta-analysis has shown that HRM practices are positively and maintained related to firm performance (Saridakis et al., 2017). This is consistent with the current results that integrated HRM practices together can boost employee productivity in service organisations. Though performance appraisal was not a statistically significant effect on the regression analysis, it had a positive correlation with productivity. Past studies have shown that HR practices have a role in actual and perceived organisational performance, especially in the emerging market environments (Darwish et al., 2016). Another factor that

performance appraisal systems can influence productivity, but not directly, is mediated by motivation or organisational commitment. On the same note, work environment variable showed a positive although not significant correlation with productivity. The climate and engagement in organisations, however, are essential factors in determining the performance of employees. The literature has revealed that the engagement of the employees is greatly improved through the organisational resources and engagement climate, which eventually results into better productivity (Albrecht et al., 2018). Thus, the workplace can be run by means of engagement processes as opposed to the productivity at the outset. Contextual HR-performance frameworks also contribute to the broader strategic role of HRM. The performance of HRM is based on strategic alignment and environmental condition so it is assumed that organisational strategy determines the performance results (Paauwe and Farndale, 2017). This study has an emphasis on the service sector to emphasize the role the human capital takes in the knowledge-intensive environment. Other factors that lead to the HRM-productivity relationship include employee well-being and psychological aspects. HRM systems facilitating well-being increase employee satisfaction and performance at the same time (Guest, 2017). HR supportive policies can then provide good psychological environments, which can be translated to good productivity. HR behaviour also impacts behaviour since employees' rate what they see. The explanations of HR policies by employees define their reaction in the effort and engagement (Wang et al., 2020). The positive correlations found in this research suggest that the positive perceptions of the HR practices are related to the high level of productivity. Another mediating mechanism between employee engagement and the HRM practices may be organisational commitment. It is indicated that commitment enhances the linkage between HR practices and employee performance (Aktar and Pangil, 2018). This means that the HRM systems lead to psychological attachment that eventually results in increased productivity. The views on global talent management also focus on the performance connotations of systematic HR frameworks. The impact of best practices in talent management is positive on the performance outcomes in multinational enterprises (Collings et al., 2019). This is corresponding to the current results on the significance of training and involvement. The studies in the field of education also prove that the HRM practices have a crucial impact on the organisational performance (Singh and Kassa, 2016). These results support the intersector applicability of HR-performance relationships. Lastly, innovative behaviour and work outcomes are achieved by the leadership and knowledge-sharing mechanisms. The knowledge sharing and innovativeness are boosted by supportive leadership and improve the performance of the employees (Kim & Park, 2015). This view supports the role of participative HRM practices that were found in the current research. In general, the results support the assumption that the strategic HRM practices, especially training, compensation, and employee participation, are the key drivers of employee productivity within the service sector organisations.

5. Conclusion

This paper examined the connection between the practices of Human Resource Management and the productivity of employees in the service industry. The results affirm that practices of HRM can be critical in the performance and effectiveness of employees in an organisation. Training and Development, Compensation and Rewards and Employee Participation were reported to be the key predictors of employee productivity. The findings indicate the significance of investing in skill development programs, putting in place equitable and encouraging reward systems, and encouraging participative decision-making cultures. Even though Performance Appraisal and Work Environment showed positive correlation with productivity, the effects were not found to be statistically significant when they were evaluated together with other HRM practices. This implies that these factors have a direct impact on performance, but their effects can be indirect through other organisational processes like motivation, engagement or commitment. The strategic significance of HRM in service-based organisations is strengthened by the fact that the regression model has high explanatory strength. Since the service industry is reliant on human capital, well-coordinated and properly organised HRM systems could contribute to high productivity greatly and maintain the competitive edge. The paper empirically justifies how HRM practices can be incorporated into the organisational strategy and performance management systems. As a manager, the outcomes highlight the importance of evidence-based HR practices with an emphasis on employee development, fair pay, and engagement. By improving these areas, the efficiency of the employees, their satisfaction with the job and the overall performance of the organisation can improve. Further studies can be done to study mediating and moderating variables to clarify the HRM-productivity relationship further.

References

1. Albrecht, S., Bredahl, E., & Marty, A. (2018). Organizational resources, organizational engagement climate, and employee engagement. *Career development international*, 23(1), 67-85.
2. Aktar, A., & Pangil, F. (2018). Mediating role of organizational commitment in the relationship between human resource management practices and employee engagement: does black box stage exist? *International Journal of Sociology and Social Policy*, 38(7-8), 606-636.
3. Anwar, G., & Abdullah, N. N. (2021). The impact of Human resource management practice on Organizational performance. *International journal of Engineering, Business and Management (IJEEM)*, 5.
4. Appelbaum, E. (2015). High-performance work practices and sustainable economic growth. *EPRN*.
5. Mahmood, S., bin Abdul Hamid, K., & Badlishah, S. B. (2021). The effect of human resource management practices on employee performance. *Turkish Journal of Computer and Mathematics Education*, 12(3), 2900-2911.
6. Saridakis, G., Lai, Y., & Cooper, C. L. (2017). Exploring the relationship between HRM and firm performance: A meta-analysis of longitudinal studies. *Human resource management review*, 27(1), 87-96.

7. Collings, D. G., Mellahi, K., & Cascio, W. F. (2019). Global talent management and performance in multinational enterprises: A multilevel perspective. *Journal of management*, 45(2), 540-566.
8. Darwish, T. K., Singh, S., & Wood, G. (2016). The impact of human resource practices on actual and perceived organizational performance in a Middle Eastern emerging market. *Human Resource Management*, 55(2), 261-281.
9. Guest, D. E. (2017). Human resource management and employee well-being: Towards a new analytic framework. *Human resource management journal*, 27(1), 22-38.
10. Wang, Y., Kim, S., Rafferty, A., & Sanders, K. (2020). Employee perceptions of HR practices: A critical review and future directions. *The International Journal of Human Resource Management*, 31(1), 128-173.
11. Kim, S. J., & Park, M. (2015). Leadership, knowledge sharing, and creativity: the key factors in nurses' innovative behaviors. *JONA: The Journal of Nursing Administration*, 45(12), 615-621.
12. Paauwe, J., & Farndale, E. (2017). *Strategy, HRM, and performance: A contextual approach*. Oxford University Press.
13. Rubel, M. R. B., Rimi, N. N., Yusliza, M. Y., & Kee, D. M. H. (2018). High commitment human resource management practices and employee service behaviour: Trust in management as mediator. *IIMB Management Review*, 30(4), 316-329.
14. Singh, N. R., & Kassa, B. (2016). The Impact of Human Resource Management Practice on Organizational Performance-A Study on Debre Brehan University. *International Journal of Recent Advances in Organizational Behaviour & Decision Sciences*, 2(1).
15. Alfes, K., Shantz, A. D., Truss, C., & Soane, E. C. (2013). The link between perceived human resource management practices, engagement and employee behaviour: a moderated mediation model. *The international journal of human resource management*, 24(2), 330-351.
16. Boon, C., Den Hartog, D. N., & Lepak, D. P. (2019). A systematic review of human resource management systems and their measurement. *Journal of management*, 45(6), 2498-2537.
17. Choi, S. B., Tran, T. B. H., & Kang, S. W. (2017). Inclusive leadership and employee well-being: The mediating role of person-job fit. *Journal of Happiness Studies*, 18(6), 1877-1901.
18. Cooke, F. L., Cooper, B., Bartram, T., Wang, J., & Mei, H. (2019). Mapping the relationships between high-performance work systems, employee resilience and engagement: A study of the banking industry in China. *The International Journal of Human Resource Management*, 30(8), 1239-1260.
19. Pena, I., Pablo, J. D. S. D., Hernandez, F., & Villasalero, M. (2015). Linking high-performance work systems and business performance: the role of employees' attitudes and behaviours. *European Journal of International Management*, 9(5), 648-666.
20. Heffernan, M., Harney, B., Cafferkey, K., & Dundon, T. (2016). Exploring the HRM-performance relationship: the role of creativity climate and strategy. *Employee Relations*, 38(3), 438-462.
21. Ogunyomi, P., & Bruning, N. S. (2016). Human resource management and organizational performance of small and medium enterprises (SMEs) in Nigeria. *The international journal of human resource management*, 27(6), 612-634.
22. Lee, J., & Jungbae Roh, J. (2012). Revisiting corporate reputation and firm performance link. *Benchmarking: An International Journal*, 19(4-5), 649-664.
23. Madera, J. M., Dawson, M., & Neal, J. A. (2017). Managers' psychological diversity climate and fairness: The utility and importance of diversity management in the hospitality industry. *Journal of Human Resources in Hospitality & Tourism*, 16(3), 288-307.
24. Chaudhary, G., & Sharma, L. (2017). Link between HRM practices and organizational performance: evidence from retail banking. *Industrial and labour relations review*, 57(2), 12-23.
25. Pham, N. T., Tučková, Z., & Phan, Q. P. T. (2019). Greening human resource management and employee commitment toward the environment: an interaction model. *Journal of Business Economics and Management*, 20(3), 446-465.
26. Shen, J., & Benson, J. (2016). When CSR is a social norm: How socially responsible human resource management affects employee work behavior. *Journal of management*, 42(6), 1723-1746.
27. Liu, Z., Mei, S., & Guo, Y. (2021). Green human resource management, green organization identity and organizational citizenship behavior for the environment: the moderating effect of environmental values. *Chinese Management Studies*, 15(2), 290-304.